



REPUBLIC OF NORTH MACEDONIA
“SS. CYRIL AND METHODIUS” UNIVERSITY IN
SKOPJE



E L A B O R A T E
FOR ACCREDITATION OF STUDY PROGRAM,
MBA in STRATEGIC HUMAN RESOURCE MANAGEMENT
Second Cycle of University Academic Studies
One-year studies

INSTITUTION APPLICANT FOR THE STUDY PROGRAM:

Faculty of Economics - Skopje

SKOPJE, DECEMBER, 2020

TABLE OF CONTENTS

1. GENERAL INFORMATION ABOUT THE APPLICANT	6
2.1 INFORMATION REGARDING THE ESTABLISHMENT OF THE HIGHER EDUCATIONAL INSTITUTION - UNIVERSITY	6
2.2 INFORMATION REGARDING THE ESTABLISHMENT OF THE HIGHER EDUCATIONAL INSTITUTION UNIVERSITY - APPLICANT FOR ACREDITATION	6
3. OWNERSHIP STRUCTURE OF THE HIGHER EDUCATION INSTITUTION	7
4. ACTIVITY OF THE HIGHER EDUCATION INSTITUTION ACCORDING TO THE FRASCATI CLASSIFICATION MANUAL.....	7
5. REPRESENTATIVE BODY OF THE HIGHER EDUCATION INSTITUTION	8
1. Higher Education Institution Map	10
2. General information for the study program for which accreditation/re-accreditation is sought .	13
3. Purpose and justification for the introduction of the study program	14
4. Compliance and compatibility of the study program with the needs of the society for the given profile of students	18
5. General Qualification Descriptors of the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, “Ss. Cyril and Methodius” University in Skopje, in accordance with the Regulation on the National Framework of Higher Education Qualifications	20
5.2. Specific descriptors of qualifications for the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, Faculty of Economics - Skopje at the University "Ss. Cyril and Methodius" University in Skopje, in accordance with the Decree on the National Framework of Higher Education Qualifications.....	21
6. Ratio between compulsory and elective subjects, list of compulsory subjects, list of elective subjects from the faculty or university and procedures and methods of choosing subjects.....	22
7. List of teaching staff in accordance with the data listed in Annex no.4	24
8. Information on the space provided for the realization of the Study Program MBA Strategic Human Resources Management, organized at the Faculty of Economics - Skopje	26
9. List of equipment provided for the realization of the study program MBA Strategic Human Resources Management, Faculty of Economics - Skopje.....	26
10. Information on the number of students (first enrolled) in the study program in the period from the last accreditation	27
11. Information on provided mandatory and additional literature.....	27
12. Website information.....	27
13. Activities and mechanisms for maintenance and development of the teaching process.....	27
14. Results of the performed self-evaluation in accordance with the Guidelines for the Bases of the Evaluation and Evaluation Procedures of the Universities adopted by the Agency for Evaluation of Higher Education in the Republic of Macedonia and the Inter-University Conference of the Republic of Macedonia (Skopje-Bitola, September 2002).	27
15. Does the formal education and research experience of the teachers correspond to the specificity of the study program, i.e., to the profile and qualification of the teaching-scientific staff.	28

16. The adequacy of the structure and content of the study cycle with general and specific descriptors	29
17. Compliance of theoretical and practical teaching with the objectives of the study program.....	32
18. Compliance of the study program with the single European Higher Education Area and comparability with the programs of European higher education institutions	32
DOCUMENTS	34
1. Decision for adoption of the study program by the teaching-scientific council	35
2. Decision on the adoption of the study program by the University Senate	36
3. Opinion of the Committee for Cooperation and Public Trust.....	37
4. Teaching staff statement of consent for participation in teaching subjects from the study program.....	38
ANNEX NO. 3	59
Content of the subject programs	59
ANNEX NO. 4	90
List of teaching staff of the study program.....	90
ANNEX NO. 5	131
List of teaching staff eligible to be mentors of the master's thesis in the second cycle of studies of the study program	131
ANNEXES	132
Annex No. 6.....	132
Annex No. 7.....	134
Annex No. 8.....	135
Annex No. 9.....	136
Annex No.10.....	137

Elaborate structure table

No.	Title/ subtitle	Check
1.	GENERAL INFORMATION ABOUT THE APPLICANT	
2.1.	INFORMATION REGARDING THE ESTABLISHMENT OF THE HIGHER EDUCATIONAL INSTITUTION - UNIVERSITY	
2.2.	INFORMATION REGARDING THE ESTABLISHMENT OF THE HIGHER EDUCATIONAL INSTITUTION UNIVERSITY - APPLICANT FOR ACREDITATION	
3.	OWNERSHIP STRUCTURE OF THE HIGHER EDUCATION INSTITUTION	
4.	ACTIVITY OF THE HIGHER EDUCATION INSTITUTION ACCORDING TO THE FRASCATI CLASSIFICATION MANUAL	
5.	REPRESENTATIVE BODY OF THE HIGHER EDUCATION INSTITUTION	
6.	LEGAL BASIS FOR THE ELABORATE	
1.	Higher Education Institution Map	
2.	General information for the study program for which accreditation/re-accreditation is sought	
3.	Purpose and justification for the introduction of the study program	
4.	Compliance and compatibility of the study program with the needs of the society for the given profile of students	
5.	General Qualification Descriptors of the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, "Ss. Cyril and Methodius" University in Skopje, in accordance with the Regulation on the National Framework of Higher Education Qualifications.	
5.1.	General Qualification Descriptors of the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, "Ss. Cyril and Methodius" University in Skopje, in accordance with the Regulation on the National Framework of Higher Education Qualifications.	
5.2.	Specific descriptors of qualifications for the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, Faculty of Economics - Skopje at the University "Ss. Cyril and Methodius" University in Skopje, in accordance with the Decree on the National Framework of Higher Education Qualifications.	
6.	Ratio between compulsory and elective subjects, list of compulsory subjects, list of elective subjects from the faculty or university and procedures and methods of choosing subjects.	
7.	List of teaching staff in accordance with the data listed in Annex no.4	
8.	Information on the space provided for the realization of the Study Program MBA Strategic Human Resources Management, organized at the Faculty of Economics – Skopje.	
9.	List of equipment provided for the realization of the study program MBA Strategic Human Resources Management, Faculty of Economics - Skopje	
10.	Information on the number of students (first enrolled) in the study program in the period from the last accreditation	
11.	Information on provided mandatory and additional literature	
12.	Website information	
13.	Activities and mechanisms for maintenance and development of the teaching process	
14.	Results of the performed self-evaluation in accordance with the Guidelines for the Bases of the Evaluation and Evaluation Procedures of the Universities adopted by the Agency for Evaluation of Higher Education in the Republic of Macedonia and the Inter-University Conference of the Republic of Macedonia (Skopje-Bitola, September 2002)	
15.	Does the formal education and research experience of the teachers correspond to the specificity of the study program, i.e., to the profile and qualification of the teaching-scientific staff	
16.	Adequacy of the structure and content of the study cycle with general and specific descriptors	
17.	Compliance of theoretical and practical teaching with the objectives of the study program	
18.	Compliance of the study program with the single European Higher Education Area and comparability with the programs of European higher education institutions	
	Documents	
1.	Decision for adoption of the study program by the teaching-scientific council	
2.	Decision on the adoption of the study program by the University Senate	
3.	Opinion of the Committee for Cooperation and Public Trust	

4.	Teaching staff statement of consent for participation in teaching subjects from the study program	
5.	Consent of the University Senate, for participation of the teacher in the realization of the study program in another higher education institution	
6.	Consent of the Teaching-Scientific Council, the Scientific Council for participation of the teacher in the realization of the study program of another unit of the University	
	ANNEXES	
Annex No.3	Content of the subject programs	
Annex No.4	List of teaching staff of the study program	
Annex No.5	List of teaching staff eligible to be mentors of the master's thesis in the second cycle of studies of the study program	
Annex No.6	Diploma Supplement	
Annex No.7	Statute of the Higher Education Institution (University and University Unit) – link to webpages Last Self-Evaluation Report (University and University Unit) – link to webpages	
Annex No.8	Copy of the Decision for accreditation of the higher education institution issued by the Board for accreditation and evaluation of the higher education of the Republic of Macedonia	
Annex No.9	Lease agreement	
Annex No.10	Copy of the decision for fulfilling the conditions for starting the operation of the study program, issued by the Ministry of Education and Science of the Republic of North Macedonia	

<input checked="" type="checkbox"/>	First accreditation
<input type="checkbox"/>	Reaccreditation

1. GENERAL INFORMATION ABOUT THE APPLICANT

Name of higher education institution

Faculty of Economics – Skopje, Ss Cyril and Methodius University in Skopje

Address / Seat

Blvd. Goce Delcev 9V, 1000 Skopje, Republic of North Macedonia

ID Number (University)

4066499

ID number (Unit)

6462570

Phone

(+389) 23286-800

Fax

(02) 3118-701

E-mail

contact@eccf.ukim.edu.mk

Website

eccf.ukim.edu.mk/**2.1 INFORMATION REGARDING THE ESTABLISHMENT OF THE HIGHER EDUCATIONAL INSTITUTION - UNIVERSITY**

Founder of the institution	Assembly of the People's Republic of Macedonia
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Title of establishment act	Law on the University of Skopje
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Number and date of establishment act	Official Gazette of People's Republic of Macedonia No. 4/1949
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Changes in the founder's rights (names of the first founder and the legal successors of the founder)	/
Number and date of the Decision for fulfillment of the conditions for starting work activities issued by the Ministry of Education and Science of RNM	/
Number and date of the Decision for accreditation of the higher education institution issued by the Board for accreditation and evaluation of the higher education of RNM	/
Number and date of the Decision for registration of the higher education institution in the Central Register	/

2.2 INFORMATION REGARDING THE ESTABLISHMENT OF THE HIGHER EDUCATIONAL INSTITUTION UNIVERSITY - APPLICANT FOR ACREDITATION

Founder of the institution	Government of People Republic of Macedonia
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Title of establishment act	Decree for establishment
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Number and date of establishment act	No.4347-225 from 14.11.1950
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Changes in the founder's rights (names of the first founder and the legal successors of the founder)	/
Number and date of the Decision for fulfillment of the conditions for starting work activities issued by the Ministry of Education and Science of RNM	/
Number and date of the Decision for accreditation of the higher education institution issued by the Board for accreditation and evaluation of the higher education of RNM	/

Number and date of the Decision for registration of the higher education institution in the Central Register	/
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3. OWNERSHIP STRUCTURE OF THE HIGHER EDUCATION INSTITUTION

x	Public		Private		Mixed
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4. ACTIVITY OF THE HIGHER EDUCATION INSTITUTION ACCORDING TO THE FRASCATI CLASSIFICATION MANUAL

a) Scientific area - first level	5. Social Sciences
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b) Scientific field - second level	502. Demography 503. Economic Sciences 506. Organizational sciences (management) 513. Statistics
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c) Scientific unit	1.05 Geography 1.09 Math 1.10 Informatics 2.11 Industrial Engineering and Management 2.12 Computer technology and Informatics 2.13 Quality Control 2.20 Traffic and transport 2.25 Environment 4.01 Soil Science and Hydrology 5.02 Demographics 5.03 Economics 5.05 Education 5.06 Organizational Sciences and Management 5.07 Political Science 5.08 Legal Studies 5.09 Public Administration 5.10 Psychology 5.11 Sociology 5.12 Social Work and Social Policy 5.13 Statistics 5.14 Tourism and Hospitality 6.03 Librarianship and Documentation 6.05 Philosophy
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5. REPRESENTATIVE BODY OF THE HIGHER EDUCATION INSTITUTION

First and last name, position (rector, dean, director)

Prof. Predrag Trpeski (Ph.D.) dean of the faculty

Date and act of appointment

02-752/20 from 05.07.2019, Decision to confirm the election of the dean made by the University Senate

Phone

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e-mail

dekan@eccf.ukim.edu.mk

Contact person

First and last name

Prof. Predrag Trpeski (Ph.D.)

Telephone

+389 (0)2 3286-858

e-mail

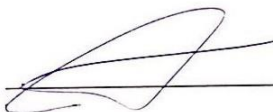
predrag.trpeski@eccf.ukim.edu.mk

Authorized person

Date:

31.12.2020

M.P.



6. LEGAL BASIS FOR THE ELABORATE

Legal basis for the Elaborate	
1	Law on Higher Education (Official Gazette of Republic of Macedonia, no. 82/2018);
2	Decree on Norms and Standards for the Establishment of Higher Education Institutions and for Performing Higher Education Activities (Official Gazette of Republic of Macedonia, no. 103/10); Classification of scientific areas, fields and disciplines according to the International Frascati Classification;
3	Rulebook on the Organization, Work, Decision-Making Method, Accreditation and Evaluation Methodology, Accreditation and Evaluation Standards, as well as other issues related to the work of the Higher Education Accreditation and Evaluation Board (Official Gazette of Republic of Macedonia, no. 151/12);
4	Rulebook on the Obligatory Elements of Study Programs of the First, Second and Third Cycle of Studies (Official Gazette of Republic of Macedonia, no. 25/11);
5	Guidelines for the Criteria and Manner of Evaluation of the Quality of Higher Education Institutions and Academic Staff in the Republic of Macedonia (Official Gazette of Republic of Macedonia, no. 67/13);
6	Decree on the National Framework of Higher Education Qualifications (Official Gazette of Republic of Macedonia, no. 154/201);
7	Rulebook on the Content and Form of the Diploma, Diploma Supplement and Other Public Documents (Official Gazette of Republic of Macedonia, no.84/09);
8	Rulebook on the Criteria and Competence of the Boards for Cooperation and Public Trust (Official Gazette of Republic of Macedonia, no.148/13);
9	Rulebook on the manner and conditions for organizing practical classes for students(Official Gazette of Republic of Macedonia, no.71/09 and 120/10);
10	Law on Recognition of Professional Qualifications(Official Gazette of Republic of Macedonia, no. 171/10);
11	Rulebook on the Manner and Procedure for Maintaining the Database for the Higher Education Activities (Official Gazette of Republic of Macedonia, no.65/13);
12	Law on Scientific Research Activity (Official Gazette of Republic of Macedonia, no. 46/08, 103/08, 24/11 and 80/12);
13	Statute of the Ss. Cyril and Methodius University in Skopje;
14	Rulebook on the conditions, criteria and rules for enrollment and studying at first and second cycle university studies at the Ss. Cyril and Methodius University;
15	Rulebook on the adoption of study programs at the Ss. Cyril and Methodius University;
16	The Decision for Accreditation of the Higher Education Institution Issued by the Higher Education Accreditation and Evaluation Board of RNM;
17	Other acts.

1. Higher Education Institution Map

Name of the Higher Education Institution	Ss. Cyril and Methodius University in Skopje Faculty of Economics - Skopje
Address	Blvd. Goce Delcev 9V, 1000, Skopje, N. Macedonia
Webpage	www.eccf.ukim.edu.mk
Type of Higher Education Institution (public, private, public-private)	Public University/Faculty
Data for the last accreditation	First cycle studies – 2017 Second cycle studies – 2016/2017 Third cycle studies – 2016/2017
Study and research areas for which accreditation has been obtained	<p>First cycle of studies:</p> <p>Decisions of the Board for accreditation and evaluation of higher education for accreditation of four-year study programs from the first cycle of studies in:</p> <ul style="list-style-type: none"> - Management (decision no. 17-7 / 2 from 20.6.2017); - Financial Management (decision no. 17-7 / 8 from 20.6.2017); - Accounting and Auditing (decision no. 17-7 / 5 from 17.3.2017); - Marketing (decision no. 17-7 / 4 from 17.3.2017); - Economics (decision no. 17-7 / 7 from 17.3.2017); - International Trade, (decision no. 17-7 / 6 from 24.3.2017); - E-business (decision no. 17-7 / 3 from 17.3.2017). <p>Decision for starting from the Ministry of Education and Science of the Republic of Macedonia for accredited four-year study programs from the first cycle of studies in: Financial Management, E-business, Accounting and Auditing, Economy, Management, International Trade and Marketing with no. 14-1257 dated 19.7.2017.</p> <p>Second cycle of studies:</p> <p>Decisions of the Board for accreditation and evaluation of higher education for accreditation of one-year study programs of the second cycle of studies in:</p> <ul style="list-style-type: none"> - Economic Development and Public Finances (decision no. 12-144 / 2 from 25.2.2016); - Accounting and Auditing (decision no. 12-144 / 2 from 25.2.2016); - Statistical Methods for Business and Economics, (decision no. 17-8 / 10 from 23.5.2017); - Monetary Economy, Finance and Banking, (decision no. 17-8 / 9 from 19.4.2017); - Insurance Management (decision no. 17-8 / 5 from 17.3.2017); - Management in the Public Sector (decision no. 17-8 / 8 from 17.3.2017); - European Studies (decision no. 17-8 / 7 from 20.6.2017); - E-business Management (decision no. 17-8 / 4 from 20.6.2017); - MBA Management (decision no. 17-8 / 3 from 17.3.2017); - Marketing (decision no. 17-8 / 6 from 17.3.2017);

	<ul style="list-style-type: none"> - Strategic Management of Human Resources (decision no. 17-8 / 2 from 17.3.2017); - Corporate Financial Management (decision no. 1409-314 / 3 from 29.12.2017). <p>Decisions of the Board for accreditation and evaluation of higher education for accreditation of two-year study programs of the second cycle of studies in:</p> <ul style="list-style-type: none"> - Accounting and Auditing (decision no. 12-144 / 3 from 25.2.2016); - Monetary Economy, Finance and Banking (decision no. 17-9 / 4 from 17.3.2017); - E-business management (decision no. 17-9 / 3 from 17.3.2017); - Strategic Management of Human Resources (decision no. 17-9 / 2 from 17.3.2017). <p>Decisions for starting from the Ministry of Education and Science of the Republic of Macedonia for accredited one-year study programs of the second cycle of studies in:</p> <ul style="list-style-type: none"> - Economic Development and Public Finances (decision no. 14-612 from 21.4.2016); - Accounting and Auditing (decision no. 14-612 from 21.4.2016); - Statistical methods for Business and Economy (decision no. 14-1257 from 19.7.2017); - Monetary Economy, Finance and Banking (decision no. 14-1257 of 19.7.2017) - Insurance Management (decision no. 14-1257 of 19.7.2017); - Management in the Public Sector (decision no. 14-1257 of 19.7.2017); - European Studies (decision no. 14-1257 of 19.7.2017); - E-business management (decision no. 14-1257 from 19.7.2017); - MBA Management (decision no. 14-1257 from 19.7.2017); - Marketing (decision no. 14-1257 from 19.7.2017); - Strategic Management of Human Resources (decision no. 14-1257 from 19.7.2017); - Corporate Financial Management (decision no. 14-857 from 19.2.2018). <p>Decisions for starting from the Ministry of Education and Science of the Republic of Macedonia for accredited two-year study programs of the second cycle of studies in:</p> <ul style="list-style-type: none"> - Accounting and Auditing (decision no. 14-612 from 21.4.2016) - Monetary Economy, Finance and Banking (decision no. 14-1257 from 19.7.2017); - E-business Management (decision no. 14-1257 from 19.7.2017); - Strategic Management of Human Resources (decision no. 14-1257 from 19.7.2017). <p>Third cycle of studies:</p> <p>Decisions of the Board for accreditation and evaluation of higher education for accreditation of three-year study programs from the third cycle-doctoral studies in:</p>
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	<ul style="list-style-type: none"> - Economics at the Faculty of Economics and the Institute of Economics (decision no. 17-77 / 2 from 28.12.2016); - Organizational Sciences and Management at the Faculty of Economics, the Institute of Economics and the Institute for Sociological Political and Legal Research (Decision No. 17-397 / 2 of 27.12.2016); - Statistical methods for business and economics at the Faculty of Economics and the Institute of Economics (decision no. 17-77 / 4 from 28.12.2016); - Demography of the Faculty of Economics and the Institute of Economics (decision no. 17-77 / 3 from 28.12.2016). <p>Decision for starting from the Ministry of Education and Science of the Republic of Macedonia No. 14-33 from 30.1.2017 on accredited three-year study programs from the third cycle-doctoral studies in:</p> <ul style="list-style-type: none"> - Faculty of Economics at the Faculty of Economics and the Institute of Economics - Organizational Sciences and Management at the Institute of Economics, Faculty of Economics and Institute for Sociological and Political-Legal Research - Statistical methods for business and economics at the Faculty of Economics and the Institute of Economics - Demographics of the Faculty of Economics and the Institute of Economics
Data for international cooperation in the field of teaching, research and student mobility	The Faculty of Economics has international cooperation in the field of teaching, research and student mobility within the CEEPUS mobility program of teaching and student staff, Erasmus and Erasmus + program (signed several agreements with foreign universities, information available at https://eccf.ukim.edu.mk/articlecontents/21/).
Information about the area dedicated for teaching and research	<p>Total area of the faculty's building: 14,840 m²</p> <ul style="list-style-type: none"> - 4 amphitheatres with total area of 810 m² - 7 lecture halls with total area of 650 m² - 6 laboratories with total area of 444 m² - 52 cabinets for the teaching staff with total area of 1,112 m² - Reading library: 863 m² - Libraries: 131 m² - Internet center: 80 m² - Meeting room: 130 m²
Information about the equipment for teaching and research	<ul style="list-style-type: none"> - Chairs in amphitheatres and lecture halls: 1,605 - Benches and desks in amphitheatres and lecture halls: 425 - Electronic interactive boards: 4 - Desktop computers: 381 - Laptops: 71 - Black and white and color laser printers: 106 - LCD projectors: 32 - Graphoscopes: 16 - Scanners: 18 - Phono/audio devices: 35 - Photocopiers: 5 - Fax machines: 2 - Physical Server Systems: 8 - Free Wi-Fi Internet

	- Developed network infrastructure
Number of students for which accreditation is obtained	First cycle studies - 900 full-time students, 20 part-time students Second cycle studies – 462 students Third cycle studies – 53 students
Number of students (enrolled for the first time)	Students enrolled for the first time in the academic year 2020/2021 First cycle studies – 453 Second cycle studies – 56 (only first enrollment call) Third cycle studies (together with Economic Institute and Institute for Sociological, Political and Juridical Research) – (7 only first enrollment call)
Planned number of students who will enroll in the study program	50
Number of staff in teaching and research, scientific and teaching positions	Full professor - 21 Associate professor - 25 Assistant professor /
Number of staff with assistant positions	Teaching and Research Assistant - 10
Teacher/ student ratio	First cycle studies – $1459/46 = 37.1$ Second cycle studies – $121/46 = 2.65$ Third cycle studies – $55/46 = 1.19$
Internal mechanisms for ensuring and controlling the quality of studies	The Faculty of Economics conducts a process of self-evaluation at the level of study programs, as well as self-evaluation at the level of the entire faculty, based on the Law on Higher Education. As part of the self-evaluation process, anonymous student surveys are conducted in each semester on the attitude of the teaching staff and the quality of the higher education process. The evaluation is conducted by an evaluation commission consisting of 6 members. The quality of the studies is controlled in accordance with the valid laws and bylaws, as well as the acts of the University and the Faculty. In order to monitor the regular realization of the teaching, the Faculty established a system for electronic records of the teaching.
Frequency of self-evaluation process (every year, two years, three years)	In order to provide conditions for continuous improvement of the quality of teaching (educational process) self-evaluation is conducted in every three years.
Data of last conducted external evaluation of the institution	The last external evaluation of the University was conducted from 16 to 20 October 2017 by an expert team nominated by the European Association of Universities, in Brussels. The report from the conducted evaluation is available on the website: http://ukim.edu.mk/mk_content.php?meni=155&g_lavno=1 . The last external evaluation of the Faculty of Economics was conducted in January 2020 . The report from the conducted evaluation is available on the website: https://eccf.ukim.edu.mk/wp-content/uploads/2020/09/Извештај-за-самоевалуација-на-ЕФ-2016-2017-2017-2018-и-2018-2019-година-финален-converted.pdf .
Other information that the institution wants to specify as an argument for its success	N/A

2. General information for the study program for which accreditation/re-accreditation is sought

1	Title of study program	MBA in Strategic Human Resources Management
2	University's Unit	Faculty of Economics - Skopje
3	Scientific area (Frascati classification)	5. Social Sciences
4	Scientific field and scientific, professional or artistic unit (Frascati classification)	506. Organizational sciences (management) 50622. Human Resource Management

5	Type of studies	Academic Studies – Second Cycle of University Academic Studies
6	ECTS credits	60 ECTS
7	Degree or level of qualification acquired upon completion of studies under the NQF	VII A
8	Academic or professional profile that the student acquires after completing the study program	Academic Studies (M.Sc.) in MBA in Strategic Human Resource Management
9	Academic or professional title in English that the student receives after completing the study program	Academic Studies (M.Sc.) in MBA in Strategic Human Resource Management
10	Duration of studies (in academic years)	1 academic year (2 semesters)
11	Academic year in which the realization of the study program will begin	2021/2022
12	Number of students planned to enroll in the study program	50 students
13	Language of the study program	English
14	Whether the study program is submitted for accreditation or re-accreditation	Accreditation
15	Financing of the proposed study program	The expenses for conducting the studies study program will be covered by the students in the form of self-financing. The sum, the manner of payment, as well as all the other requirements are regulated by the Rulebook on the Requirements, Criteria, and Regulations for Enrolment and Studying at the First and Second Cycle of University Studies of the Ss. Cyril and Methodius University in Skopje.
16	Preconditions for enrollment in the study program (especially for full-time, part-time and foreign students)	Students who have completed either four-year undergraduate studies or a study program of first cycle studies according to ECTS with 8 semesters and obtained a minimum of 240 credits.
17	Information for continuing education	After finishing the Second Cycle of University Academic Studies, the student could continue his/her education at the third cycle studies.

3. Purpose and justification for the introduction of the study program

The establishment of this new academic program Master of Business Administration (MBA) in Strategic Human Resource Management is a result of an academic partnership between Indiana University's (IU) Kelley School of Business from USA with Faculty of Economics at Saints Cyril and Methodius University in Skopje, North Macedonia. This academic partnership which includes curriculum development, collaborative research, professional development and faculty exchanges with U.S. counterparts, is enabled and under the auspices of U.S. Embassy in Skopje.

The Faculty of Economics-Skopje has partnered with Indiana University's (IU) Kelley School of Business with the goal to develop and implement an M.B.A. in Strategic Human Resource Management (SHRM). The Faculty of Economics – Skopje will work with human resource management experts from the Kelly School of Business to update the current second-cycle SHRM curriculum so that it can reflect state-of-the-art, U.S.-based enriched course content, pedagogical practices (including interactive classrooms, case studies, and online and pedagogical techniques), and experiential opportunities for faculty and students.

High-performing organizations recognize that the individual and collective talent of their workforce is their competitive differentiator. When they look to local universities for talent, these organizations expect the same high level of education and proficiencies in their local and regional employees as they see in those educated in U.S. and other western-styled business schools. Companies want employees who demonstrate the capacity for higher levels of leadership and critical thinking. Local universities must reassess their business education frameworks to meet these contemporary needs. The Faculty of Economics as the leading institution in the field of business and economics in Republic of North Macedonia is well positioned to take a leadership role in achieving this goal.

The purpose of the partnership with the Kelley School is to rebuild the faculty's masters-level degree in SHRM to offer top level management education drawing from U.S. business practices with enriched course content, pedagogical practices, and experiential opportunities for students and faculties. The ultimate deliverable from this partnership will

be an M.B.A. that successfully mixes the qualities of a U.S.-based business degree with the cultural knowledge and considerations of the Balkan region. This project sets out to rebuild the existing course structure of the existing SHRM program and M.B.A. and to deliver an M.B.A. for local and regional professionals interested in successfully entering a career within the growing global business community.

The Faculty of Economics looks for ways to build a bridge to support a long-term collaboration of peers. In light of this the Kelly School of Business is a suitable partner that would enable fruitful collaboration that would foster further growth and development. Academic relationships and collaborations are born out of commonality and knowledge. Sustaining a relationship after a development project depends upon the relationships developed by the beneficiary faculty and staff. The Faculty of Economics and the Kelly School of Business support these relationships through organic evolution of engagement between the faculty of the two institutions during and after the work of the project is finished. The project team will work to explore ways to stay connected with the Kelley School beyond the project life.

This program is envisaged as a combination of traditional teaching approaches with in class lectures and distance learning approaches using the experience of Kelly School of Business. Kelley School of Business has developed a system of distance by using both asynchronous and synchronous content. Kelly School of Business has created, general practices on course design, accountability of students during the semester and student learning assessment. The program is envisaged as 50/50 split between asynchronous and synchronous content, which works out to about 2 classes of each, per week. These Guidelines have been taken into consideration in the development of the structure and content of the MBA in Strategic Human Resource Management program:

Asynchronous Content Guidelines

1. Any asynchronous video/lecture content has to feature a faculty member. It is acceptable to use asynchronous video/lecture content recorded by/featuring other faculty with their permission, but these should not be the only videos you use. Videos should reflect state of the art content and presentation format. In general, the expectation is that videos should have been created within the last three years in order to meet this objective. However, faculty members are able to use older videos if they believe the videos continue to reflect state of the art content and presentation.
2. Asynchronous videos should not be longer than twenty minutes each. We typically aim for videos that are 5 to 10 minutes in length, and which collectively add up to about 2 classes per week. Each video is on a smaller subtopic that is situated within a broader topic.
3. Videos should be as “evergreen” as possible, meaning they do not reference current events (this is what the live sessions are for!) or provide information about the exact time they were filmed. They should also “stand alone” from each other, so that if the instructor decides to move topics around or change the flow of the course all of the videos do not need to be re-recorded. Instructors may choose to record a short “overview” video before each week to situate the content within a broader framework; this “overview” video can then be re-recorded if the structure/flow of the course change.
4. When we record videos, we typically have a PowerPoint slide deck which we reference and cut throughout. Or, you can have the PowerPoint on the screen the entire time with the faculty member talking off to the side or in the corner.
5. To hold students accountable for viewing the asynchronous content, short quizzes (3-5 questions; multiple choice and true/false, with occasional “write-in” answers) are used after each video. For the “write-in” portion, students are tasked to reflect on tying the course content to their own experience, followed with one or two write-in questions per week (i.e., not in every quiz). For example, a video on conflict management might ask students about an instance of conflict they experienced, and how they handled the conflict within the context of the framework presented in the video.

Synchronous/Live Session Guidelines

1. We avoid lecturing or presenting any “new” material during live sessions. Depending on the size of the class, live sessions are always a mix of small-group (via breakout rooms) and whole-class discussion. We typically present students with questions about the week’s readings, or related to a case assignment, which they discuss in small-group and/or whole-class formats. The role of the professor is to moderate the discussion, tie the discussion back to the course concepts presented that week, point out details in case studies the students may have missed (but only after offering them every opportunity to discover it for themselves!) and keep the class flowing and on-time.
2. We record all live sessions and make them available to students that are unable to attend. Some professors require that students *not* able to attend the live session complete an alternate assignment (in order to encourage attendance), but this is up to individual professor.
3. Some professors are more structured during live sessions, for example by using Google Sheets to have students fill in responses to questions that the professor can then collect, “cold-calling” on students to answer questions,

or requiring students to come with some written material prepared before the session. Other professors are more unstructured and do not do these things. Either approach works, depending on your style. More important than the level of structure is setting the “rules” early on and sticking to them so students know what to expect. But, students should know that they must have watched the videos and read the assigned readings before coming to the live course.

Designing the Learning Management System - LMS

1. The course should be designed with “ease of use” as the top priority for online modalities. Students should be able to easily see what is required every week, typically with a page that outlines what they have to read, watch, and do every week. It should be easy for them to navigate the system – typically we design it so the student can start at the top of each week, and simply click to the next page to work through the week’s activities. We will provide examples of LMS layouts.

Holding Students Accountable and Assessing Learning

1. Courses typically require students to do some combination of: short online quizzes to assess learning of the material in the video lectures, video or written case studies (completed individually or in groups) where they either read or watch a case and apply course content in responding to questions, and either a capstone written assignment at the end where they apply course content to issues in the companies they work for (our students are almost all employed, so this may not work for you) or a final exam.
2. Because of the online modality, we should expect that all exams/quizzes will be “open book”. Exam questions should be designed such that the *application* of knowledge gained in the course is being assessed, rather than memorized and repeated content. As such, we favor essay-based exams, in contrast to the quizzes which are more like quick “checks” that the students have watched the course videos.
3. Feedback on assignments is a critical part of the online learning experience. As such, we strive to provide feedback on an assignment within a week of the assignment due date. We also strive to respond to e-mails quickly, within 24 hours. For online courses, students are very in tune to how responsive we are – more so than in-person courses where they know they will see us live twice a week and can ask questions one-on-one before or after class, or during office hours.
4. Some faculty hold one-on-one leadership or career counseling sessions, or just have open office hours once a week to chat with students. This can be useful in establishing a relationship and rapport, which is more difficult via the online modality. Not all faculty do this, however.

In light of these guidelines the program would allow teaching staff to adopt grading techniques for assessment of student learning. Some of the techniques are already tested and established by the Faculty of Economics and have been successfully used in previously accredited programs, while some techniques which have been developed and successfully implemented by the Kelly School of Business will be newly introduced for the purpose of this program. The techniques are divided into three sections which can be used cumulatively to create the student’s grades: individual assessment, group assessment and exams and summative assessments.

Individual Assessment

- **Application Cards**: After teaching about an important theory, principle, or procedure, ask students to write down at least one real-world application for what they have just learned to determine how well they can transfer their learning. This can be used in asynchronous and synchronous teaching.
- **Case Analysis**: Students provide a short response (no more than 500 words) to an assigned question prior to each case discussion.
- **Classroom Opinion Polls**: Students indicate degree of agreement or disagreement with a statement or prompt. Responses can be used in real-time to guide synchronous class discussion.
- **Minute Paper**: During the last few minutes of the class period, ask students to answer in a paragraph: “What is the most important point you learned today?”; and “What point remains least clear to you?” The purpose is to elicit data about students’ comprehension of a particular class session.
- **Module Write-ups**: Assigning a series of questions covering the specified reading and text material.
- **Muddiest Point**: Students respond to the question “What was the most unclear or confusing point in (lecture, assignment, discussion)?”
- **Online Discussions**: Discussions are based on questions from the instructor relevant to the readings, assignments, lectures, and videos. Students will answer instructor questions and then discuss the questions with classmates using the online discussion board.

- Quizzes: Students will complete an online quiz on the cases/subject areas, or after watching a video. Completing the quiz will ensure that students have read or watched the material and are prepared to participate in that day's class.
- Simulation: Students complete the Organization Design (or other) simulation through the Harvard Business Publishing website and provide a 1-2-page paper documenting their experience.
- Video Evaluation: If using team video presentations (described in the Group Assessment section), individual students are assigned one team's video presentation to formally review. They are evaluated on how well they demonstrate their own understanding of course principles in their assessment of their video.
- What's the Principle?: This assessment is useful in courses requiring problem-solving. After students figure out what type of problem they are dealing with, they often must decide what principle(s) to apply in order to solve the problem. This assessment provides students with a few problems and asks them to state the principle that best applies to each problem.
- Writing Assignment: This requirement is designed to: (a) develop skills for diagnosing problems and providing evidence to support the diagnosis of a complex management problem; (b) provide personal feedback on precise and concise business writing. For a case that we discuss in class, students are asked to prepare a clear statement of the management problem, supported by specific evidence from the case (i.e., data, quotes, examples) and course concepts. The complete problem diagnosis should be no more than 1 page in length. Students can also be asked to provide recommendations to solve the problem.

Group Assessment

- Group Case Analysis: Similar to the individual student case analysis but done by teams. Teams provide a response (1250-1500 words) to assigned questions prior to each case discussion.
- Group Case Presentation: Instructor assigns 1-2 groups to present each case to the class via a pre-recorded video. Instructor pre-assigns certain questions or talking points to the groups assigned to present for that case. Group members should come up with creative solutions and recommendations to the questions posed, using the information contained in the case, the course information and readings where applicable, and their own business and ethics knowledge. Groups generally do not need to do "outside research" on the companies or people in the cases – unless specifically requested. Presentations should be 15-20 minutes, not including a Q&A with the class afterwards.
- Group Consulting Project: Teams are assigned a real-world client to work with to solve a real-life problem being experienced. Teams can all work with the same client or with multiple clients.
- Jigsaw: In this approach, groups of students work in a team of four to become experts on one segment of new material, while other "expert teams" in the class work on other segments of new material. The class then rearranges, forming new groups that have one member from each expert team. The members of the new team then take turns teaching each other the material on which they are experts.
- Peer Instruction: This modification of the think-pair-share posting a question, which is typically a conceptually based multiple-choice question. Students think about their answer and vote on a response before pairing up in breakout rooms to discuss. Students can change their answers after discussion, and "sharing" is accomplished by the instructor revealing the graph of student response and using this as a stimulus for whole class discussion.
- Project Based Learning: Similar to Group Consulting Project but not with real-world clients. Student teams work on a semester-long project highlighting the main ideas and concepts of the course's learning objectives. Using a scaffolding technique (i.e., with different segments due at different times), teams submit parts of the project throughout the semester with a final draft due at the end of the term.
- Simulation: Similar to the individual exercise but completed as a team. Student teams complete simulation and write a paper documenting their experience. A negotiation can also be used in place of a simulation.
- Team Application Exercise: Teams are assigned concepts from the assigned reading. They will find a "real world" example of that concept using a company/individual/process/story NOT mentioned in the course readings/videos or otherwise discussed in class. On the assigned dates, teams do a 4-5 minute presentation a) introducing the company to the class, and b) demonstrating how they illustrate the assigned principle.
- Team Video Presentations: Teams identify one or more company(s) to illustrate an assigned principle. Each team writes and presents a short video case study using original and secondary research that highlights reasons for the success (or failure) of the organization on that principle. (For example: teams might discuss the pros and cons of a particular culture type, or ways in which an organization successfully changed structure in response to an external challenge.) Teams submit videos for colleagues to view prior to the assigned live class meeting. Teams will prepare for and lead a brief class discussion based on their video segment.

- Think-pair-share: The instructor asks a discussion question. Students are instructed to think or write about an answer to the question before being sent to breakout rooms to discuss their responses. Groups then share their responses with the class.

Exams and Summative Assessments

- Capstone Assignment: Students choose a company (their own or another) and apply course content to identify and solve OB/HR problems.
- Case: Students are provided with a case to read, analyze, and provide a decision.
- Collaborative Testing: This can be used in partnership with other exam types. Instead of working individually to complete an exam, students work in pairs or teams to teach each other, debate, and draw a final consensus of answers.
- Domain: Students are provided with a number of questions of which a small subset will be used for the final exam. Students will not know the final questions until they open the exam; therefore, it is critical that, prior to the exam, they become fully prepared to answer all the questions in the domain.
- Essay: They are commonly used to assess critical thinking and logical reasoning by inviting students to analyze, synthesize and evaluate. They challenge students to create rather than select a response.
- Multiple choice exam: Similar to what we would do in an in-person course, we give students an exam with multiple questions and a limited amount of time to take it. We try to make these as application-based as possible (i.e., avoid rote memorization and repeating material).
- Open Book Exams: Allows students to use the designated course textbook/e-book, or supplementary resources, such as the Internet, while taking their exams. With open-book exams, it is important to ask higher-order problem solving and application questions rather than factual lower-level questions.
- Performance Tests: Requires the student to create something tangible that reinforces what the student has learned in the course. Examples of performance tests can include science/lab activities, pitch presentations with Q&A are commonly used in business courses.
- Project Based Learning: PBL requires students to work on a semester-long project highlighting the main ideas and concepts of the course's learning objectives. Using a scaffolding technique, students submit parts of the project throughout the semester with a final draft due at the end of the term.
- Reflective Papers: Students write a paper reflecting on their learnings from the course. They are required to align course learning theories and outcomes to their overall reflections.
- Short-answer exam: They are commonly used to assess critical thinking and logical reasoning by inviting students to analyze, synthesize and evaluate. They challenge students to create rather than select a response in a more abbreviated format than essay.
- Student Portfolios: These are creative projects where students can work on the entire class term, highlighting the main ideas and topics the students have learned throughout the course. These portfolios can be digitally-based, an oral presentation with visuals, or in a paper report format.
- Take-Home Exams: Offer the instructor an opportunity to create more challenging problems for students to complete at home outside of the classroom, whereas such complex assignments are not possible to finish during a single traditional classroom session.
- True/False: With true/false questions, students decide whether a statement is true or false out of only two possible response options. These types of questions help to assess simple logic and can be used in stating cause and effect relationships by using 'because' in the stem. As with multiple choice questions, there are two parts to a true/false question – the stem and the response options. One response option is the correct answer and the other is a distracter.

4. Compliance and compatibility of the study program with the needs of the society for the given profile of students

The analysis of the labor market, as well as the experience of representatives of the Employment Agency of R.N. Macedonia point to the fact that this is a profession which is currently in high demand. In particular the demand for highly qualified staff has increased significantly in the last years mainly due to the fact that many multinational companies have entered in our country. These facts definitely confirm the appropriateness and timeliness of the decision of the Faculty of Economics - Skopje to initiate the establishment of the study program and to be able to create competitive, high profile professionals in the field of strategic human resource management.

The graduates that will emerge from the study program in MBA in Strategic Human Resource Management will also be able to conduct scientific research, which would contribute to the advancement in this field in the Republic of North Macedonia, as well as help businesses to create innovative solutions.

The need for a different study program, designed with a different approach from the already existing programs in the field of strategic human resources management in Republic of North Macedonia is requested, recognized and welcomed by the Macedonian Human Resources Association – which is the only professional association in this area in the country.

5. General Qualification Descriptors of the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, “Ss. Cyril and Methodius” University in Skopje, in accordance with the Regulation on the National Framework of Higher Education Qualifications.

Level in the National Framework of Higher Education Qualifications		Higher Education	Level in the European Framework of Higher Education Qualifications
VIIA	VIIA	Second cycle of university, master academic studies, One-year studies. 60 ECTS	7

Qualifications for the successful completion of the second cycle of studies (60 ECTS) are awarded to a person who meets the requirements according to the following qualifications descriptors:

5.1. General descriptors of qualifications for the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, Faculty of Economics - Skopje at the Ss. Cyril and Methodius University in Skopje, in accordance with the Decree on the National Framework of Higher Education Qualifications.

Type of descriptor	Description
Knowledge and understanding	<ul style="list-style-type: none"> Shows understanding of the theoretical models and concepts of the modern economic and business theory; Demonstrates knowledge of different models and strategies that are used for successful management of macroeconomic policy and business processes in enterprises; Ability to create and use modern approaches for analysis of the effects of macroeconomic policy and business decisions in enterprises; Gains in-depth knowledge of the specific areas of the functioning of the macroeconomic policy and enterprises; Shows knowledge and ability to independently participate in scientific and professional discussions.
Application of knowledge and understanding	<ul style="list-style-type: none"> Able to creatively and innovatively think when it comes to designing new ideas and solutions; Demonstrates ability to assess and choose scientific theories, methodologies and tools for various economic and business areas; Demonstrates knowledge of the different methods used in the research of economic phenomena and business processes; Predicts various economic and business aspects; Possesses ability to participate in group discussions, to analyze critically theoretical and practical aspects of the companies' workflow, to prepare and present the prepared projects; Has ability to make quality business decisions.

Ability to assess (Making judgement) *	<ul style="list-style-type: none"> • Ability to assess the macroeconomic condition business processes, issues and priorities in different areas; • Demonstrates ability to identify, collect, analyze, and interpret relevant data; • Ability to independently solve complex issues regarding the practice operations and develop critical perception towards the existing theoretical models and knowledge; • Ability to analyze, synthesize and critically evaluate facts.
Communication skills	<ul style="list-style-type: none"> • Develops and upgrades team work skills, possesses leadership and communication skills applicable to various business environment and situation; • Ability to collect, analyze, assess and present information; • Ability to work in interdisciplinary teams in organizations in global and multicultural environment; • Ability to professionally communicate with other professionals of the respective field and with other representatives of the institutions of the system as well.
Learning skills	<ul style="list-style-type: none"> • Ability to analyze, understand, memorize and research data from different areas; • Shows ability to draw conclusions or form an opinion about strengths and weaknesses of economic phenomena and business processes; • Demonstrates ability to participate in active learning, ability to make use of scientific research methods and refer to relevant literature in his/her analyzes; • Ability to analyze both concrete case studies and research papers from the respective area; • Shows interest for continuous education and professional development to higher levels of education.

5.2. Specific descriptors of qualifications for the second cycle of one-year studies with 60 ECTS, study program MBA in Strategic Human Resource Management, Faculty of Economics - Skopje at the University "Ss. Cyril and Methodius" University in Skopje, in accordance with the Decree on the National Framework of Higher Education Qualifications.

Type of descriptor	Description
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Knowledge and understanding	<p><i>A thorough understanding of Strategic Human Resource theories constructs, frameworks, and tools.</i></p> <ul style="list-style-type: none"> • SLO 1.1: Describe HRM theories and practices that businesses (ranging in size from small to multi-national) use • SLO 1.2: Identify potential strengths, weaknesses, opportunities, threats in the external or internal environment • SLO 1.3: Recognize the strategic impact of HRM functions towards implementing the organizational strategy • SLO 1.4: Integrate and synthesize the various approaches to organization and HR problems • SLO 1.5: Apply scholarly knowledge to prepare and assess organizational and human resource decisions, and implement them in various organizational settings
Application of knowledge and understanding	<p><i>Able to integrate, apply and assess the tools and techniques of SHRM to solve complex business and employee challenges/opportunities to make sound decisions.</i></p> <ul style="list-style-type: none"> • SLO 2.3: Identify the most appropriate tools or frameworks to solve a given organizational problem in various organizational settings; Utilize tools to meet both the needs of management and employee HR challenges and opportunities • SLO 2.4: Apply the acquired knowledge for the purpose of creating policies, practices and plans for strategic human resource management in organizations
Ability to assess (Making judgement) *	<p><i>Able to integrate, apply and assess the tools and techniques of SHRM to solve complex business and employee challenges/opportunities to make sound decisions</i></p> <ul style="list-style-type: none"> • SLO 2.1: Analyze the strategic needs and goals of organizations in order to recommend a sound solution to HR management; link key HR practices to recommendations. • SLO 2.2: Apply basic principles of scholarly research, including the ability to undertake original research in HRM; apply this knowledge to an independent constructed work (i.e., dissertation)
Communication skills	<p><i>Able to demonstrate communication skills necessary for team work, successful and on-time completion of team assignments.</i></p> <ul style="list-style-type: none"> • SLO 3.3: Work effectively with others to complete projects or other work
Learning skills	<p><i>Able to demonstrate interpersonal and leadership skills necessary for lifelong career success.</i></p> <ul style="list-style-type: none"> • SLO 3.1: Articulate ideas, thoughts, recommendations and other communications clearly, concisely and persuasively to business audiences • SLO 3.2: Respond appropriately to feedback, demonstrating emotional intelligence

6. Ratio between compulsory and elective subjects, list of compulsory subjects, list of elective subjects from the faculty or university and procedures and methods of choosing subjects.

The second cycle one-year studies in MBA in Strategic Human Resource Management (model 4+1) are organized in one academic study year i.e., two semesters. The program consists of 7 subjects and preparation of master thesis. **The structure of the subjects is as follows:**

1. **four mandatory subjects** stipulated with the study program according to semesters of studying (maximum 70% of the total ECTS credits determined with this academic program)
2. **three elective subjects** stipulated with the study program according to semesters of studying (maximum 30% of the total ECTS credits determined with this academic program)

In the first semester, the students attend and take three mandatory and one elective subjects, chosen from the List of available elective subjects for the second cycle studies at the Faculty of Economics-Skopje.

The second semester consists of one mandatory and two elective subjects being chosen from the List of available elective subjects for the second cycle studies at the Faculty of Economics - Skopje (see Tables 6.1 and 6.2). All subjects are with duration of one semester.

At the end of each semester, the student gets a signature from the professors teaching the subjects, the professor's signature evidencing that the student attended the lectures and participated in the class activities. The teaching methods and the assessment of the students' performance i.e., the manner of examining their knowledge is concisely and clearly determined in the curricula of each subject of this study program given in the Annex to this Elaborate.

In the second semester, besides the lectures, the students also perform all the activities related to the preparation of their master thesis and work on their master paper as well. The formal submission of the master thesis is usually made after the student passes all the determined subjects i.e., after the student obtains the minimum of 42 ECTS credits. The successfully prepared and defended master thesis brings additional 18 ECTS credits.

The study program total number of credits is 60 ECTS. Each credit is equivalent to 25 hours of total activity of the student.

STUDY PROGRAM STRUCTURE

Table 6.1. Schedule of subjects by semesters and study years

No.	Subject Code	Title of subject	Semester	Fund of classes		ECTS
				L	T	
First Year						
1 st (winter) semester						
1	MSHR 501	Strategic Human Resource Management	Winter semester	24	16	6
2	MSHR 502	New Challenges in HR	Winter semester	24	16	6
3	MSHR 503	Cross-Cultural HR Management	Winter semester	24	16	6
4		Subject from the Faculty list of elective subjects	Winter semester	24	16	6
Total number of classes (Lectures & tutorials) and number of ECTS in first (winter) semester				96	64	24
2 nd (summer) semester						
5	MSHR 504	Performance Management & Data Analytics	Summer semester	24	16	6
6		Subjects from the Faculty list of elective subjects	Summer semester	24	16	6
7		Subjects from the Faculty list of elective subjects	Summer semester	24	16	6
		Master Thesis				18
Total number of classes (Lectures & tutorials) and number of ECTS in second (summer) semester				72	48	36
Total number of classes (lectures/tutorials) and number of ECTS				168	112	60

Table 6.2. Elective subjects of the study program

Type of elective subject	No.
Subjects from the Faculty list of elective subjects	3
Subjects from the University list of elective subjects	/

No.	Subject Code	Title of subject	Semester	Weekly fund of classes		ECTS	University Unit
				L	T		
1	MSHR 511	Theory of Organizational Design	Winter semester	24	16	6	Faculty of Economics
2	MSHR 512	Social Media Platforms in HRM	Winter semester	24	16	6	Faculty of Economics
3	MSHR 513	HRM in a Start-Up and Corporate Environment	Winter semester	24	16	6	Faculty of Economics
4	MNG 520	Change Management	Summer semester	24	16	6	Faculty of Economics
5	MSHR 521	Leadership & Organizational Behavior	Summer semester	24	16	6	Faculty of Economics
6	MSHR 522	Business Communications & Negotiations	Summer semester	24	16	6	Faculty of Economics
7	MSHR 523	Business Research Methods & Analytics	Summer semester	24	16	6	Faculty of Economics
8	MSHR 524	Labour Markets	Summer semester	24	16	6	Faculty of Economics
Total:						48	

Table 6.3. Representation of mandatory and of elective subjects in the study program.

Semester	Compulsory subjects	Elective subjects	Total subjects
I	3	1	4
II	1	2	3
Total	4	3	7
%	57.1%	42.9%	100%

Table 6.4. Overview of the percentage of mandatory and electives subjects in the study program.

No.	Duration of studies (years) / total number of ECTS of the study program	Total load expressed through ECTS		Load of compulsory subjects expressed through ECTS		Load of elective subjects expressed through ECTS	
		A Total number of ECTS from the subjects	A1 Percentage of ECTS from the subjects of the study program	B Total number of ECTS from compulsory subjects	B1 Percentage of ECTS from the compulsory subjects in relation to the total number of ECTS of the study program	C Total number of ECTS from elective subjects	C1 Percentage of ECTS from the elective subjects in relation to the total number of ECTS of the study program
1.	1 year – 60	60 ECTS	100%	24 ECTS	$(B/A)*100=40\%$	18	$(C/A)*100=30\%$

7. List of teaching staff in accordance with the data listed in Annex no.4

Table 7.1. List of teaching staff elected in educational - scientific, scientific, educational positions in full-time employment at the unit where the study program is realized

	First and last name	Title and scientific field			Teaching subjects	Total number of subjects
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MBA in Strategic Human Resources Management

		in which is elected	Scientific field of doctorate	Institution of full-time employment		winter	summer
1	Predrag Trpeski	Full professor in Economic theory and applied economics	Economic theory and applied economics	Faculty of Economics - Skopje	Labor Market, New challenges in HR	1	1
2	Ljupcho Eftimov	Associate professor in Business Management	Business management	Faculty of Economics – Skopje	Strategic Human Resource Management, New challenges in HR, Performance Management & Data Analytics	2	1
3	Mijalche Santa	Associate professor in Business Management	Business management	Faculty of Economics - Skopje	Business Research Methods & Analytics		1
4	Kiril Postolov	Full professor in Business Management	Business Management	Faculty of Economics – Skopje	Theory of Organizational Design	1	
5	Leonid Nakov	Full professor in Business Management	Business Management	Faculty of Economics – Skopje	Change Management		1
6	Stojan Debarliev	Full professor in Business Management	Business Management	Faculty of Economics - Skopje	Cross-Cultural HR Management HRM in a start-up and corporate environment	2	
7	Nikola Levkov	Associate professor in Business Management	Business management	Faculty of Economics – Skopje	Business Communication and Negotiation, New challenges in HR	1	1
8	Violeta Cvetkoska	Associate professor in Business Management and Applied Economics	Business Management	Faculty of Economics – Skopje	Performance Management & Data Analytics		1
9	Dimitar Jovevski	Associate professor in	Business Management	Faculty of Economics – Skopje	Social Media Platforms in HRM	1	

		Business management					
10	Aleksandra Janeska Iliev	Associate professor in Business management	Business management	Faculty of Economics - Skopje	HRM in a Start-Up and Corporate Environment, Leadership & Organizational Behavior	1	1

8. Information on the space provided for the realization of the Study Program MBA Strategic Human Resources Management, organized at the Faculty of Economics - Skopje

Table 8.1. List and area of the premises in the higher education institution that will be used for the realization of the study program

The premises where the study program is going to be realized are given on the Faculty of Economics' map given at the beginning of this Elaborate. For this study program the chosen premise is **Amphitheatre 1**.

No.	Type and purpose of the space	Number	Number of seats	Surface m ²
1.	Amphitheater 1	1	212	205 m ²
Total		1	212	205 m ²

9. List of equipment provided for the realization of the study program MBA Strategic Human Resources Management, Faculty of Economics - Skopje

Table 9.1 List teaching equipment for performing activities which correspond to the norms and standards for performing higher education activities

No.	Teaching equipment	Type	Purpose	Number
1.	Microsoft teams	Software	Online learning platform	n/a
2.	Laptops	Personal computers		10
3.	Video projectors	Visualization tool		1
4.	Projection canvas	Visualization tool		1
5.	Wi-Fi	Network	Connectivity for participants	1
6.	Learning Management System	Software	Learning platform	n/a
7.	Google Sheets	Software	Organizing and data processing tools	n/a
8.	White board	Visualization tool		1
9.	Audio mix	Audio tool		1
10.	Audio speakers	Audio tool		1
11.	Audio Amplifiers	Audio tool		1

12.	Exam.net	Remote Examination Software		1
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In addition to the above-mentioned equipment located in Amphitheatre 1 which has been previously determined as a premise where classes of this study program are to be realized, for the needs of the teaching process the students shall also have at their disposal all the additional equipment and resources of the Faculty given on the map of the Faculty of Economics - Skopje.

10. Information on the number of students (first enrolled) in the study program in the period from the last accreditation

The program MBA in Strategic Human Resource Management is subject to first – accreditation.

11. Information on provided mandatory and additional literature

The Faculty's library and the subject professors have at their disposal sufficient number of as defined with the norms of the Ministry which is 10% of the suggested basic literature and 5% of the additional literature.

Theoretical and practical teaching and the proposed literature fully meet the objectives of the study program. Through active cooperation with the teaching staff, students will always be informed about the latest achievements and changes in the relevant teaching literature. The Faculty of Economics at the University Ss. Cyril and Methodius University in Skopje cooperates with public and private institutions, which enables students to be actively involved in real and current events, in order to improve and apply the acquired theoretical knowledge in practice.

Through professor's username and profiles, the students will have unlimited access to all literature and electronic resources from the library of Indiana University's (IU) Kelley School of Business which are which are partners - mentors of the Faculty of Economics – Skopje.

12. Website information

<https://eccf.ukim.edu.mk/en/studies/second-cycle-studies/strategic-management-of-human-resources-one-year/>.

13. Activities and mechanisms for maintenance and development of the teaching process

In order to develop, maintain and control the quality of the teaching process at the second cycle studies program in MBA in Strategic Human Resource Management there shall be implemented methods of continuous evaluation, self-evaluation, and evaluation of the system assessing the quality of the teaching staff. The procedures are in accordance with the provisions of the Law on Higher Education in the Republic of North Macedonia, as well as in accordance with the existing mechanisms for evaluation within the Ss. Cyril and Methodius University implemented with all the existing study programs at the Faculty of Economics - Skopje.

The provision, the maintenance and the control of the quality of this study program shall be in accordance with the activities and mechanisms implemented at all study programs and applying to all the participants in the teaching process at the Faculty of Economics. The abovementioned activities and mechanisms for self-evaluation apply to:

- The development of the teaching contents;
- The realization of the teaching process;
- The grading of the students;
- The preparation of Master Thesis;
- Having the students assess the quality of the teaching process at the end of each semester for each subject taught
- Having the students assess both the quality of the study program and other procedures related to the use of resources and logistics to the teaching process at the end of their studies.

14. Results of the performed self-evaluation in accordance with the Guidelines for the Bases of the Evaluation and Evaluation Procedures of the Universities adopted by the Agency for Evaluation of Higher Education in the

Republic of Macedonia and the Inter-University Conference of the Republic of Macedonia (Skopje-Bitola, September 2002).

Results of the latest self-evaluation performed in accordance with the Guidelines for the Bases of the Evaluation and Evaluation Procedures of the Universities adopted by the Agency for Evaluation of Higher Education in the Republic of Macedonia and the Inter-University Conference of the Republic of Macedonia are published on the website of the Faculty of Economics – Skopje: <https://eccf.ukim.edu.mk/wp-content/uploads/2020/09/Извештај-за-самоевалуација-на-ЕФ-2016-2017-2017-2018-и-2018-2019-година-финален-converted.pdf>.

15. Does the formal education and research experience of the teachers correspond to the specificity of the study program, i.e., to the profile and qualification of the teaching-scientific staff.

The teaching staff responsible for both giving lectures on the mandatory subjects of the second cycle studies program in MBA in Strategic Human Resource Management and those giving lectures on the elective subjects chosen from the List of available elective subjects for the second cycle studies at the Faculty of Economics - Skopje, Ss. Cyril and Methodius University (Tables 6.1 and 6.2) are employed at the Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje. The teaching staff fulfills all the necessary professional and scientific qualifications for teaching the subjects stipulated with the program according to the Law on Higher Education of the Republic of North Macedonia. For the realization of the study program, guests' speakers from the business community, the scientific community and the public administration, will participate.

The data of the teaching staff profiles and qualifications are given in the Annex 4 of this Elaborate.

Table15.1. Summary of the number of teachers by areas hired to carry out the study program

No.	Scientific area	Narrower scientific, artistic or professional area	English teacher	Lecturer	Senior lecturer	Teaching and Research Assistant	Assistant Professor	Associate Professor	Full professor	Scientific title - researcher	Emeritus	Others	Total
1	Organizational Sciences (Management)	Business Management						5	3				
2	Economic sciences	Economic theory and applied economics							1				
3	Organizational Sciences (Management) and Economic sciences	Business Management and Applied Economics						1					
Total								6	4				

16. The adequacy of the structure and content of the study cycle with general and specific descriptors

General Descriptors		Subjects that ensure the achievement of general descriptors
<i>Type of descriptor</i>	<i>Description</i>	
Knowledge and understanding	<ul style="list-style-type: none"> Shows understanding of the theoretical models and concepts of the modern economic and business theory; Demonstrates knowledge of different models and strategies that are used for successful management of macroeconomic policy and business processes in enterprises; Ability to create and use modern approaches for analysis of the effects of macroeconomic policy and business decisions in enterprises; Gains in-depth knowledge of the specific areas of the functioning of the macroeconomic policy and enterprises; Shows knowledge and ability to independently participate in scientific and professional discussions. 	<ul style="list-style-type: none"> Leadership & Organizational Behavior; New Challenges in HR; Strategic Human Resource Management; Theory of Organizational Design; Business Communications & Negotiations; Cross-Cultural HR Management, New Challenges in HR; Social Media Platforms in HRM; Change Management; Performance Management & Data Analytics; Labour Markets.
Application of knowledge and understanding	<ul style="list-style-type: none"> Able to creatively and innovatively think when it comes to designing new ideas and solutions; Demonstrates ability to assess and choose scientific theories, methodologies and tools for various economic and business areas; Demonstrates knowledge of the different methods used in the research of economic phenomena and business processes; Predicts various economic and business aspects; Possesses ability to participate in group discussions, to analyze critically theoretical and practical aspects of the companies' workflow, to prepare and present the prepared projects; Has ability to make quality business decisions. 	<ul style="list-style-type: none"> Change Management; HRM in a Start-Up and Corporate Environment; Performance Management & Data Analytics; Social Media Platforms in HRM; Performance Management & Data Analytics; Strategic Human Resource Management; Labour Markets.
Ability to assess (Making judgement) *	<ul style="list-style-type: none"> Ability to assess the macroeconomic condition business processes, issues and priorities in different areas; 	<ul style="list-style-type: none"> Theory of Organizational Design; Leadership & Organizational Behavior;

	<ul style="list-style-type: none"> • Demonstrates ability to identify, collect, analyze, and interpret relevant data; • Ability to independently solve complex issues regarding the practice operations and develop critical perception towards the existing theoretical models and knowledge; • Ability to analyze, synthesize and critically evaluate facts. 	<ul style="list-style-type: none"> • New Challenges in HR; • Cross-Cultural HR Management; • Business Research Methods & Analytics.
Communication skills	<ul style="list-style-type: none"> • Develops and upgrades team work skills, possesses leadership and communication skills applicable to various business environment and situation; • Ability to collect, analyze, assess and present information; • Ability to work in interdisciplinary teams in organizations in global and multicultural environment; <p>Ability to professionally communicate with other professionals of the respective field and with other representatives of the institutions of the system as well.</p>	<ul style="list-style-type: none"> • Business Communications & Negotiations; • HRM in a Start-Up and Corporate Environment; • Cross-Cultural HR Management.
Learning skills	<ul style="list-style-type: none"> • Ability to analyze, understand, memorize and research data from different areas; • Shows ability to draw conclusions or form an opinion about strengths and weaknesses of economic phenomena and business processes; • Demonstrates ability to participate in active learning, ability to make use of scientific research methods and refer to relevant literature in his/her analyzes; • Ability to analyze both concrete case studies and research papers from the respective area; • Shows interest for continuous education and professional development to higher levels of education. 	<ul style="list-style-type: none"> • Theory of Organizational Design; • Change Management; • Business Research Methods & Analytics; • Business Communications & Negotiations.

Specific Descriptors		Subjects that ensure the achievement of specific descriptors
Type of descriptor	Descriptor	
Knowledge and understanding	<i>A thorough understanding of Strategic Human Resource theories constructs, frameworks, and tools.</i>	SLO 1.1: Leadership & Organizational Behavior, New Challenges in HR.

	<ul style="list-style-type: none"> • SLO 1.1: Describe HRM theories and practices that businesses (ranging in size from small to multi-national) use • SLO 1.2: Identify potential strengths, weaknesses, opportunities, threats in the external or internal environment • SLO 1.3: Recognize the strategic impact of HRM functions towards implementing the organizational strategy • SLO 1.4: Integrate and synthesize the various approaches to organization and HR problems • SLO 1.5: Apply scholarly knowledge to prepare and assess organizational and human resource decisions, and implement them in various organizational settings 	<p>SLO 1.2: Strategic Human Resource Management, Theory of Organizational Design, Business Communications & Negotiations, Cross-Cultural HR Management, New Challenges in HR.</p> <p>SLO 1.3: Strategic Human Resource Management, Business Communications & Negotiations.</p> <p>SLO 1.4: Social Media Platforms in HRM, Labour Markets.</p> <p>SLO 1.5: Change Management, Performance Management & Data Analytics, Performance Management & Data Analytics, Labour Markets.</p>
Application of knowledge and understanding	<p><i>Able to integrate, apply and assess the tools and techniques of SHRM to solve complex business and employee challenges/opportunities to make sound decisions.</i></p> <ul style="list-style-type: none"> • SLO 2.3: Identify the most appropriate tools or frameworks to solve a given organizational problem in various organizational settings; Utilize tools to meet both the needs of management and employee HR challenges and opportunities • SLO 2.4: Apply the acquired knowledge for the purpose of creating policies, practices and plans for strategic human resource management in organizations 	<p>SLO 2.3: Change Management, HRM in a Start-Up and Corporate Environment, Performance Management & Data Analytics, Social Media Platforms in HRM, Performance Management & Data Analytics.</p> <p>SLO 2.4: Strategic Human Resource Management, HRM in a Start-Up and Corporate Environment, Labour Markets.</p>
Ability to assess (Making judgement) *	<p><i>Able to integrate, apply and assess the tools and techniques of SHRM to solve complex business and employee challenges/opportunities to make sound decisions</i></p> <ul style="list-style-type: none"> • SLO 2.1: Analyze the strategic needs and goals of organizations in order to recommend a sound solution to HR management; link key HR practices to recommendations. • SLO 2.2: Apply basic principles of scholarly research, including the ability to undertake original research in HRM; apply this knowledge to an independent constructed work (i.e., dissertation) 	<p>SLO 2.1: Theory of Organizational Design, Leadership & Organizational Behavior, New Challenges in HR</p> <p>SLO 2.2: Cross-Cultural HR Management, Leadership & Organizational Behavior, New Challenges in HR, Business Research Methods & Analytics.</p>
Communication skills	<p><i>Able to demonstrate communication skills necessary for team work, successful and on-time completion of team assignments.</i></p>	

	<ul style="list-style-type: none"> SLO 3.3: Work effectively with others to complete projects or other work 	SLO 3.3: HRM in a Start-Up and Corporate Environment, Cross-Cultural HR Management
Learning skills	<p><i>Able to demonstrate interpersonal and leadership skills necessary for lifelong career success.</i></p> <ul style="list-style-type: none"> SLO 3.1: Articulate ideas, thoughts, recommendations and other communications clearly, concisely and persuasively to business audiences SLO 3.2: Respond appropriately to feedback, demonstrating emotional intelligence 	<p>SLO 3.1: Theory of Organizational Design, Change Management, Business Research Methods & Analytics</p> <p>SLO 3.2: Business Communications & Negotiations, Performance Management & Data Analytics</p>

17. Compliance of theoretical and practical teaching with the objectives of the study program

The international scientific community has been researching and developing intensively the strategic management of human resources, its core functions, models, and challenges. The business community, particularly in developed countries, has confirmed its advantages, opportunities and positive impact on the competitiveness of companies and organizations. There is a great number of books, scholarly papers, case studies and practical guides which have been written on the subject.

All these findings and insights will be presented and elaborated within the studies, through the use of the latest editions of recognized textbooks in this field, papers published in international scientific journals and specific business case studies. This will enable students to gain the most up-to-date knowledge and skills in the field of strategic human resource management.

Using project-oriented interactive teaching, these studies introduce and incorporate the most advanced learning methodologies utilized by prestigious universities around the world. It has been proven that in this way students are able to obtain knowledge and master the material and practical aspects in the field of strategic human resource management. Additionally, in accordance with the Law on Higher Education, distinguished experts and professionals in the field of human resource management from the country and abroad will be engaged in teaching activities, in order to introduce students to the needs, challenges, problems and trends which they face in everyday work within their profession.

Theoretical and practical teaching and the proposed literature fully meet the objectives of the study program. Through active cooperation with the teaching staff, students will always be informed about the latest achievements and changes in the relevant teaching literature. The Faculty of Economics at the University Ss. Cyril and Methodius University in Skopje cooperates with public and private institutions, which enables students to be actively involved in real and current events, in order to improve and apply the acquired theoretical knowledge in practice.

18. Compliance of the study program with the single European Higher Education Area and comparability with the programs of European higher education institutions

The introduction of the second cycle academic program MBA in Strategic Human Resources Management is justified not only with the existence of master programs in this and related fields at several universities in Europe and beyond, but is also supported the growing interest of our students and professionals who work in the field of strategic human resource management. There is almost no significant higher education institution in the field of business that has not organized second cycle studies in the field of management or human resource development.

During the preparation of the program, an emphasis has been placed on the implementation and incorporation of the latest knowledge and relevant achievements in the area of strategic human resources within the study program and the contents of the subjects. The proposed study program is based on the example of similar study programs at the most renowned European and world universities such as:

- Kelley School of Business, Indiana University
<https://kelley.iu.edu/programs/online/degrees/mba/index.cshtml>
- London School of Economics and Political Science, London, U.K.
<http://www2.lse.ac.uk/management/programmes/msc/management-and-human-resources/structure.aspx>
- Bradford University School of Management, U.K.
<http://www.bradford.ac.uk/management/programmes/masters/hrm/>
- Cornell University, U.S.A.
<http://www.ilr.cornell.edu/hcd/upload/HRCert2012.pdf>

- The Ludwig Maximilian University of Munich, Germany
<http://www.wipaed.bwl.uni-muenchen.de/index.html>
- Dublin City University, Ireland
<http://www.dcu.ie/prospective/deginfo.php?classname=MHRM>
- Charles Sturt University, Australia
http://www.csu.edu.au/data/assets/pdf_file/0011/44003/F1133-MHRM-brochure.pdf

As an additional advantage for the students of this study program the possibility for close cooperation with the members of the Macedonian Association for Human Resources with which the Faculty of Economics - Skopje has signed an Agreement for mutual cooperation. This is the only Macedonian professional association in the field of human resource management with a large number of human resource managers and professionals from our most successful companies. Their knowledge, experience and expertise will be successfully used during the teaching - some of them will be included as guest lecturers, in the preparation of project assignments of the students, in the preparation of their master theses, as well as in the process of testing of the acquired knowledge in practice.

DOCUMENTS

1. Decision for adoption of the study program by the teaching-scientific council



Универзитет „Св. Кирил и Методиј“ во Скопје
Економски факултет - Скопје



Бр. 02-246572
Дата. 31.12.2020

Врз основа на член 110 од Законот за високото образование (Службен весник на РСМ бр.82/18), на член 70 од Статутот на Економскиот факултет – Скопје (Универзитетски гласник бр.444/2019 и 526/2020), на Одлуката за именување членови на Комисија за подготвување елаборат за студиска програма од втор циклус на академски студии MBA in Strategic Human Resource Management (бр. 02-303/3 од 14.2.2020 година) како и врз основа на поднесениот предлог-елаборат за акредитација на студиска програма од втор циклус на академски студии MBA in Strategic Human Resource Management од страна на Комисијата за подготвување на елаборатот, Наставно- научниот совет на на Економскиот факултет-Скопје, на седницата од 31.12.2020 година, ја донесе следната:

ОДЛУКА

за усвојување на студиска програма за втор циклус по MBA in Strategic Human Resource Management

Член 1

Се усвојува елаборатот на студиската програма MBA in Strategic Human Resource Management од втор циклус на академски студии во рамките на Економски факултет-Скопје.

Член 2

Наставата од студиската програма MBA in Strategic Human Resource Management ќе започне да се изведува по добивањето согласност од Одборот за акредитација на високото образование и по добивањето согласност за исполнување на условите за почеток со работа на студиската програма од страна на Агенцијата за квалитет на високото образование на Република Северна Македонија.

Член 3

Одлуката да се достави до Ректорската управа и до Универзитетскиот сенат на Универзитетот „Св. Кирил и Методиј“ во Скопје заради усвојување на студиската програма MBA in Strategic Human Resource Management.

Член 4

Составен дел на оваа Одлука е елаборатот на студиската програма MBA in Strategic Human Resource Management.

Член 5

Оваа Одлука влегува во сила со денот на нејзиното донесување.

Скопје, 31.12.2020 година

Доставено до

- Архивата на Универзитетот „Св. Кирил и Методиј“ во Скопје
- Ректорска управа/Универзитетскиот сенат на Универзитетот „Св. Кирил и Методиј“ во Скопје



Декан,
Проф. д-р Препраг Трпески

2. Decision on the adoption of the study program by the University Senate



Универзитет „Св. Кирил и Методиј“ во Скопје
Ss. Cyril and Methodius University in Skopje

Одлука од УС

Ознака: ОВ 5.5/13

Страна: 1 од 1

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА			
УНИВЕРЗИТЕТ „СВ. КИРИЛ И МЕТОДИЈ“ ВО СКОПЈЕ			
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ			
Примено:	10.02.2021		
Орг. Единица:	Број:	Година:	Видност:
01	342/1		

Бр. 02- 134/6
29.1.2021 год.
Скопје

Врз основа на член 94, став 1, точка 3 од Законот за високото образование (Службен весник на Република Северна Македонија бр.82/2018), член 157, став 1, точка 8 од Статутот на Универзитетот „Св. Кирил и Методиј“ во Скопје, Мислењето на Ректорската управа и по предлог на Наставно-научниот совет на Економскиот факултет во Скопје, Универзитетскиот сенат на Универзитетот „Св. Кирил и Методиј“ во Скопје, на 7. седница одржана на 29.1.2021 година, донесе

ОДЛУКА

за усвојување на Проектот за акредитација на студиската програма од втор циклус, едногодишни студии - *MBA in Strategic Human Resource Management*, на Економскиот факултет во Скопје

Член 1

Се усвојува Проектот за акредитација на студиската програма од втор циклус - едногодишни студии - *MBA in Strategic Human Resource Management*, на Економскиот факултет во Скопје.

Член 2

Наставата, од студиската програма од втор циклус, едногодишни студии *MBA in Strategic Human Resource Management* ќе започне да се изведува по добивањето на решение за акредитација од страна на Одборот за акредитација на високото образование и по добивањето на решение за исполнетост на условите за почеток со работа на студиската програма од страна на Агенцијата за квалитет на високото образование на Република Северна Македонија.

Член 3

Универзитетскиот сенат го упатува проектот од член 1 на оваа Одлука до Одборот за акредитација на високото образование на натамошна постапка за акредитација, односно повторна акредитација.

Член 4

Оваа Одлука влегува во сила со нејзиното донесување и ќе се објави во Универзитетски гласник.

Доставено до:

- Економскиот факултет
- Одборот за акредитација на високото образование

Претседател
Проф. д-р Анета Баракоска

3. Opinion of the Committee for Cooperation and Public Trust



Врз основа на член 122 од Законот за високото образование (Службен весник на Република Македонија бр.82/18), Одборот за соработка и доверба со јавноста на Економски факултет Скопје на Универзитетот „Св. Кирил и Методиј“ во Скопје, по пат на електронско усогласување во периодот од 25-30.12.2020 година го донесе следново:

МИСЛЕЊЕ

Се дава **позитивно мислење** за Елаборатот за студиската програма **MBA in Strategic Human Resource Management** на втор циклус академски студии на **Економски Факултет-Скопје** при Универзитетот „Св. Кирил и Методиј“ во Скопје.

Образложение

Одборот за соработка и доверба со јавноста на Економски факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје го разгледа Елаборатот на студиската програма **MBA in Strategic Human Resource Management** од втор циклус студии - едногодишни студии и донесе заклучок дека предложената студиска програма ги исполнува условите за акредитација на студиската програма.

Поради сето тоа Одборот за соработка и доверба со јавноста на Економски факултет-Скопје го даде своето позитивно мислење.

Скопје, 30.12.2020



Одбор за соработка со јавноста
Претседател

Прилог:

- Елаборатот на студиската програма од втор циклус студии MBA in Strategic Human Resource Management, Втор циклус на студии, едногодишни студии

Доставено до:

- Архивата на Економски факултет Скопје
- Ректорска управа на Универзитетот „Св. Кирил и Методиј“

4. Teaching staff statement of consent for participation in teaching subjects from the study program



Универзитет „Св. Кирил и Методиј“ во Скопје
Економски факултет - Скопје



Бр. 02-794/17

Дата 02.02 2021 година

Врз основа на член 110, 112, 113 и 179 од Законот за високото образование (Сл.весник на Р.Македонија бр.82/18) и член 70 од Статутот на Економскиот факултет – Скопје (Универзитетски гласник бр.444/2019 и 526/2020), Наставно – научниот совет, на седницата одржана на ден 29.1.2021 година, ја донесе следната

ОДЛУКА

за согласност за учество во реализација на студиската програма на втор циклус студии, едногодишни студии - MBA in Strategic Human Resource Management на Универзитетот „Св. Кирил и Методиј“ во Скопје, Економски факултет-Скопје

Член 1

Наставно-научниот совет со оваа одлука го определува наставно-научниот кадар што ќе изведува настава на втор циклус на студии на едногодишната студиска програма по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје.

Член 2

Наставниот кадар којшто ќе биде ангажиран за изведување настава на втор циклус академски студии на едногодишната студиската програма по **MBA in Strategic Human Resource Management** е следен:

Р.бр.	Наставник	Наставно-научно звање
1	Проф. д-р Љупчо Ефтимов	вонреден професор
2	Проф. д-р Никола Левков	вонреден професор
3	Проф. д-р Александра Јанеска - Илиев	вонреден професор
4	Проф. д-р Виолета Цветкоска	вонреден професор
5	Проф. д-р Мијалче Санта	вонреден професор
6	Проф. д-р Димитар Јовевски	вонреден професор
7	Проф. д-р Предраг Трпески	редовен професор
8	Проф. д-р Леонид Наков	редовен професор
9	Проф. д-р Кирил Постолов	редовен професор
10	Проф. д-р Стојан Дебарлиев	редовен професор

Член 3

Одлуката стапува на сила со денот на нејзиното донесување.



ДЕКАН

Проф. д-р Предраг Трпески

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	021 02-2021		
Орг. Едини.	Број:	Прилог:	Браќност:
02	194/17		

STATEMENT OF CONSENT

I, Ljupcho Eftimov Ph.D., Associate professor at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Strategic Human Resource Management
2. Performance Management & Data Analytics
3. New Challenges in HR

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider

Ljupcho Eftimov,
Associate Professor

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" во Скопје
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02-02-2021		
Орг. Едини.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

I, Dimitar Jovevski, Ph.D., Associate Professor at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. **Social media platforms in HRM**

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider

Associate Professor, Dimitar Jovevski

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Едини.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

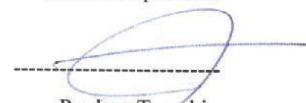
I, Predrag Trpeski Ph.D., Full Professor at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. **New Challenges in HR**
2. **Labour Markets**

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider


Predrag Trpeski
Full Professor

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА			
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ			
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ			
Примено:	02.02.2021		
Орг. Едини.	Број	Прилог	Вредност
02	194/11		

STATEMENT OF CONSENT

I, Aleksandra Janeska-Iliev, Phd, Associate professor at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Leadership & Organizational behavior
2. HRM in a start-up and corporate environment

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider



Aleksandra Janeska-Iliev, PhD.
Associate professor

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" во Скопје
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02-02-2021		
Орг. Един.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

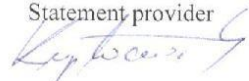
I, Professor Kiril Postolov, Ph.D., at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Theory of Organizational Design

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider



Professor Kiril Postolov, Ph.D.

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" во Скопје
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Един.	Број:	Примено:	Вредност:
02	194/11		

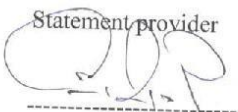
STATEMENT OF CONSENT

I, Stojan Debarliev, Ph.D., Associate Professor at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Cross-cultural and HR Management
2. HRM in a Start-up and Corporate Environment

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, 12th of December 2020

Statement provider

 (Stojan Debarliev, Ph.D.)

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02-2021		
Срг. Един.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

I, Violeta Cvetkoska, (*Associate Professor*) at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Performance Management & Data Analytics

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider

Prof. Violeta Cvetkoska, PhD



РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Едини.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

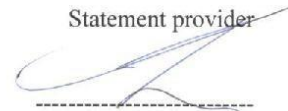
I, Prof. Leonid Nakov, Ph.D., Full Professor at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Change Management

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider



Prof. Leonid Nakov, Ph.D.

УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ			
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ			
Примено:	02-02-2021		
Орг. Един.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

I, (Nikola Levkov, PhD), (Associate Professor) at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Business communication and negotiation
2. New challenges in HR
3. _____


This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider

Nikola Levkov

Associate Professor



 (name, surname, title)

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Едини.	Број:	Прилог:	Вредност:
02	194/11		

STATEMENT OF CONSENT

I, Mijalche Santa, PhD at Faculty of Economics – Skopje, agree to participate in conducting classes and teaching of Second cycle studies – Postgraduate studies in **MBA in Strategic Human Resource Management** at the Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje, for the following subjects:

1. Business Research Methods & Analytics
2. _____
3. _____

This consent is given to serve as proof and integral part to the Project of accreditation of Second cycle studies - Postgraduate Studies in **MBA in Strategic Human Resource Management**.

Skopje, December, 2020

Statement provider

Mijalche Santa, PhD

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Един.	Број:	П.ч. или:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Љупчо Ефтимов, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:-

1. Strategic Human Resource Management
2. Performance Management & Data Analytics
3. New Challenges in HR

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:

Проф. д-р Љупчо Ефтимов

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Едини.	Број:	Прилог:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Димитар Јовевски, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:

1. Social media platforms in HRM

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:



Проф. д-р Димитар Јовевски

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Едини.	Број:	Училиште:	Бројност:
02	194/17		

ИЗЈАВА

Јас, д-р Предраг Трпески, редовен професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми: --

1. **New Challenges in HR**
2. **Labour Markets**

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:


Проф. д-р Предраг Трпески

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Орг. Едини.	Број:	Прилог:	Бреќност:
02	194/11		

ИЗЈАВА

Јас, д-р Александра Јанеска-Илиев, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:

1. Leadership & organizational behavior
2. HRM in a start-up and corporate environment

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:


Проф. д-р Александра Јанеска-Илиев

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Датум:	02-02-2021		
Име и презиме:	Број:	Слободен простор:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Кирил Постолов, редовен професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:

1. Theory of Organizational Design

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:


Проф. д-р Кирил Постолов

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Сог. Един.	Број:	Прилог:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Стојан Дебарлиев, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:

1. Cross-cultural and HR Management
2. HRM in a Start-up and Corporate Environment

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, 12 декември 2020 год.

ИЗЈАВИЛ:



Вонр. проф. д-р Стојан Дебарлиев

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Сл. Един.	Број:	Прилог:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Виолета Цветкоска, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следната предметна програма:

1. Performance Management & Data Analytics

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:

Проф. д-р Виолета Цветкоска



ЕКОНОМСКИ ФАКУЛТЕТ			
Примено:	02-02-2021		
Ср. Е. Н.	Број:	Прилог:	Вр. лист:
02	194/M		

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА

ИЗЈАВА

Јас, д-р Леонид Наков, редовен професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:

1. Change Management

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:



Проф. д-р Леонид Наков

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02.2021		
Сл. Едини.	Број:	Прилог:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Никола Левков, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **МБА – Стратегиски менаџмент на човечки ресурси** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:

1. Деловно комуницирање и преговарање
2. Нови предизвици во човечките ресурси

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, Декември 2020 год.

ИЗЈАВИЛ:


Проф. д-р Никола Левков

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
УНИВЕРЗИТЕТ "СВ. КИРИЛ И МЕТОДИЈ" ВО СКОПЈЕ
ЕКОНОМСКИ ФАКУЛТЕТ СКОПЈЕ

Примено:	02.02-2021		
Срг. Един.	Број:	Прилог:	Вредност:
02	194/11		

ИЗЈАВА

Јас, д-р Мијалче Санта, вонреден професор на Економски факултет-Скопје, се согласувам да учествувам во изведувањето на наставата на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management** на Економскиот факултет-Скопје при Универзитетот „Св. Кирил и Методиј“ во Скопје и тоа по следните предметни програми:-

1. **Business Research Methods & Analytics**

2.

Изјавата ја поднесувам како составен дел од Проектот за акредитација на Втор циклус – постдипломски студии по **MBA in Strategic Human Resource Management**.

Скопје, декември 2020 год.

ИЗЈАВИЛ:

Проф. д-р Мијалче Санта

ANNEX NO. 3

Content of the subject programs

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Strategic Human Resource Management			
2.	Code	MSHR 501			
3.	Study programme	MBA in Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e., institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: This course approaches the management of human capital from a strategic perspective. While this course covers HRM topics such as HR Strategy, Planning and Recruitment, Staffing, Training and Development, Retention, Compensation and Performance Management, and other aspects of HRM, this course considers the relationship between these HRM functions and organizational effectiveness. In turn, this course adopts an integrative approach where students learn how the system of human resource management can be designed and implemented with the clear goal of contributing to the formulation and implementation of the organization's competitive strategy. The primary objective of this course is to help student to develop an understanding and appreciation of the role strategic human resource management has in a firm's success, along with knowledge of the basic functions of human resource management, current practices, and issues. After taking this class, students should be able to: <ul style="list-style-type: none">Identify, choose and utilize effective tools and frameworks for analyzing internal and external environments and apply these to various business situations. (SLO 1.2)Recognize the strategic impact of HRM functions towards implementing the organizational strategy (SLO 1.3)Identify and analyze human resource management problems in organizations and develop strategic solutions to these problems. (SLO 2.4)				
11.	Course content: <ul style="list-style-type: none">Global trends in human resource management;Human resource management vs. strategic human resource management;The concept of strategic human resource management;The analysis and design of work;Human resource planning and recruitment;Selection and placement of human resources;Training and employee development;Compensation and performance management;Career development and talent management strategy;Stress management in the organization;				
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Classroom Opinion Polls, Minute Paper, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise.				
13.	Total hours	6 ECTS x 25 classes = 150 hours			
14.	Allocation of hours per activity	40+110 = 150 hours			
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)		24
		15.2.	Tutorials (laboratory,		16

			auditory), seminars, teamwork			
16.	Other types of activities	16.1.	Project assignments		40	
		16.2.	Individual assignments		40	
		16.3.	Self- study		30	
17.	Assessment methods: combination of tests, individual and group assessments					
	17.1.	Tests (Domain, Essay, Multiple choice exam, Case)		30%		
	17.2.	Individual Assessment / projects (Online discussions, Quizzes, Writing Assignments)		30%		
	17.3.	Group Assessment (Group Case Presentation, Group Case Analysis, Team Application Exercise, Capstone Team Project)		30%		
	17.4.	Attendance and class participations		10%		
18.	Grading scale		under 51 %	5 (five) (F)		
			51-60 %	6 (six) (E)		
			61-70 %	7 (seven) (D)		
			71-80 %	8 (eight) (C)		
			81-90 %	9 (nine) (B)		
			91-100 %	10 (ten) (A)		
19.	Preconditions for taking the final exam		Realized activities from items 15 and 16			
20.	Language		English			
21.	Evaluation method		Student questionnaire and other methods for continual self-evaluation			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Boxall, P., Purcell, J.	<i>Strategy and Human Resource Management</i> , 4 th edition	Palgrave	2016
		2.	Assigned readings and cases provided by the Instructor via the course site.	<i>Harvard Business Review (HBR) Course Pack: cases and articles</i>	HBR	latest editions
		3.	Assigned readings and cases provided by the Instructor via the course site.	<i>Academy of Management Perspectives, cases and articles</i>	AMP	latest editions
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Nkomo,M.S. Fottler,D.M. McAfee, R.B.	<i>Human Resource Management Applications: Cases, Exercises, Incidents, and Skill Builders</i> , 7 th edition	South-Western Cengage Learning	2011

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	New challenges in HR			
2.	Code	MSHR 502			
3.	Study programme	MBA in Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD Associate Prof. Nikola Levkov, PhD Full Prof. Predrag Trpeski, PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Core Competencies and Student Learning Objectives HR managers are facing many challenges today like Globalization, workforce diversity, technological advances and changes in economic, political and legal environment. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee. The aim of this course is to develop skills and competencies and to prepare future HR professionals to become more aware and to accept the emerging challenges. After taking this class, students should be able to: 1. Understand future challenges and trends in HRM (e-recruitment and e-selection, digital labor markets, remote working, managing different generations of employees) (SLO 1.2) 2. Apply the acquired knowledge to asses costs and benefits from online recruitment and selection (SLO 2.1) 3. Apply the acquired knowledge to analyze and asses different approaches in HRIS (Human Resource Information Systems) selection and application (SLO 2.2)				
11.	Course content: 1. Redefining HRM - Emerging trends; 2. Future of work 3. Future of jobs 4. Skill shift-building the vital competencies for the future of work 5. Managing different generations at work 6. The future impact of IT on HR: Trends, HRIS technologies, and recommendations 7. Business intelligence (BI), Big Data and People analytics 8. Online recruitment and selection 9. Digital labor markets				
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation.				
13.	Total hours	6 ECTS x 25 classes = 150 classes			
14.	Allocation of hours per activity	40+110 = 150 classes			
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)		24
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork		16
16.	Other types of activities	16.1.	Project assignments		40
		16.2.	Individual assignments		40
		16.3.	Self- study		30
17.	Assessment methods: combination of individual and group assessments				

	17.1.	Tests (Domain, Essay, Multiple choice exam, Case)			30%	
	17.2.	Individual Assessment / projects (Online discussions, Quizzes, Writing Assignments)			30%	
	17.3.	Group Assessment (Group Case Presentation, Group Case Analysis, Capstone Team Project)			30%	
	17.4.	Attendance and class participation			10%	
18.	Grading scale			under 51 %	5 (five) (F)	
				51-60 %	6 (six) (E)	
				61-70 %	7 (seven) (D)	
				71-80 %	8 (eight) (C)	
				81-90 %	9 (nine) (B)	
				91-100 %	10 (ten) (A)	
19.	Preconditions for taking the final exam			Realized activities from items 15 and 16		
20.	Language			English		
21.	Evaluation method			Student questionnaire and other methods for continual self-evaluation		
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich	<i>HR from the Outside In: Six Competencies for the Future of Human Resources</i>	McGraw-Hill Education	2012
		2.	Michael J. Kavanagh and Richard D. Johnson	<i>Human Resource Information Systems: Basics, Applications and Future Directions</i> (Fourth Edition)	Los Angeles : SAGE	2018
		Additional literature				
	22.2.	No.	Author	Title	Publisher	Year
		1.	Hal Gueutal (Editor), Dianna L. Stone (Editor), Eduardo Salas	<i>The Brave New World of eHR: Human Resources in the Digital Age</i>	Pfeiffer	2007
		2.	Assigned readings and cases provided by the Instructor via the course site.	<i>Harvard Business Review (HBR) Course Pack: cases and articles</i>	HBR	latest editions
		3.	Assigned readings and cases provided by the Instructor via the course site.	<i>Academy of Management Perspectives, cases and articles</i>	AMP	latest editions

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Cross-Cultural HR Management			
2.	Code	MSHR 503			
3.	Study programme	MBA in Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e., institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/20221 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Prof. Stojan Debarliev, PhD			
9.	Preconditions for enrolment	Finished first cycle of studies with the minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: This course is designed to help participants increase their understanding of the challenges of managing in a global, technologically driven, socially complex, and cultural diversified business context. Managers must understand the key trends shaping organizations and acquire the skills to manage effectively in the international context. Specifically, this course is designed to provide participants an opportunity to: <ul style="list-style-type: none">Identify the key external forces which impact international businessUnderstand the challenging role of the global managerDescribe the key cultural dimensions developed by various researchersApply the key cultural dimensions to communication, motivation and leadership in international companiesApply the key cultural dimensions in managing multicultural and virtual teams in various cross-cultural settingsImplement the basic HRM functions in operations of international companies Student Learning Objectives: <ul style="list-style-type: none">Demonstrate an understanding of how the interaction between internal dimensions of business and different economic, social and cultural forces shape management decisions and outcomes in international companies (SL 1.2.)Use the most appropriate tools and techniques to analyse the cultural aspects of various countries and solve organizational problem in the global arena; (SLO 2.2.)Work effectively with others to a “real-world” projects related to solving a real-world cross cultural management situation faced by an MNC managers (SLO 3.3.)				
11.	Subject content: <ul style="list-style-type: none">1. The Challenging Role of the Global Manager2. The Impact of Culture Differences on Business3. Roles of the Global Manager<ul style="list-style-type: none">Decision Making Across CulturesCross Cultural CommunicationCross Cultural Leadership and Motivation4. Managing Multicultural and Virtual Teams5. The Challenge of HRM Functions in International Companies<ul style="list-style-type: none">International Recruitment and Selection of Human resourcesPerformance Management of the International Human ResourcesTraining and Development of the International Human ResourcesPayment of the International Human Resources				
12.	Learning methods: Asynchronous video lectures, Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Live Web Participation (online discussions)				
13.	Total hours	6 ECTS x 25 classes = 150 classes			
14.	Allocation of hours per activity	24+16+40+40+30 = 150 classes			

15.	Types of teaching activates	15.1.	Lectures (12 weeks X 2)	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Module Write-Ups	40		
		16.2.	Capstone Team Project	40		
			Live Web Participation (online discussions)	20		
17.	Grading method 70+20+10 = 100 points					
	17.1.	Exams		30		
	17.2.	Individual assignments (Case Analysis, Module Write-Ups)		30		
	17.2.	Capstone Team Project		30		
	17.3.	Live Web Participation (online discussions)		10		
18.	Grading scale		less than 50 points	5 (five) (F)		
			from 51 to 60 points	6 (six) (E)		
			from 61 to 70 points	7 (seven) (D)		
			from 71 to 80 points	8 (eight) (C)		
			from 81 to 90 points	9 (nine) (B)		
			from 91 to 100 points	10 (ten) (A)		
19.	Preconditions for taking the final exam		Realized activities from points 15 and 16			
20.	Language		English			
21.	Evaluation method		Internal evaluation and survey			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	David C. Thomas and Mark F. Peterson,	<i>Cross-Cultural Management: Essential Concepts (4th Edition)</i>	Sage Publications, Thousand Oaks	2018
		2.	B. Sebastian Reiche, Günter K. Stahl, Mark E. Mendenhall, Gary R. Oddou	<i>Readings and Cases in International Human Resource Management (6th Edition)</i>	Routledge, New York	2017
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Edited by: Miguel Martinez Lucio	<i>International Human Resource Management An Employment Relations Perspective</i>	Sage, London	2014
		2.	James C. Hayton, Michal Biron, Liza Castro, Christiansen, Bard Kuvaas	<i>Global Human Resource Management Casebook</i>	Routledge, New York	2012

		3.	Additional readings and cases provided by the Instructor via the course site.			
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Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Performance Management & Data Analytics			
2.	Code	MSHR 504			
3.	Study programme	MBA in Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 2 nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD Associate Prof. Violeta Cvetkoska, PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: On successful completion of this course, the students should be able to: <div><div>1. Demonstrate a critical awareness of current research within the field of Performance Management;</div><div>2. Identify the benefits of performance management for the employees, managers and organizations</div><div>3. Translate the organizational strategies into performance indicators</div><div>4. Design effective performance management system and determine steps for its implementation</div><div>5. Acquire a wide range of practical skills to plan, manage, measure and review organizational performance;</div><div>6. Develop an analytical mindset – recognize how to use data analytics to answer performance management questions.</div><div>7. Combine data from different sources, clean the data, and prepare the data before their modeling and visualization</div><div>8. Develop and practice analytical skills in the four pillars of data analytics (descriptive, diagnostic, predictive and prescriptive)</div><div>9. Transform the data into meaningful information based on which they will make faster and better decisions</div><div>10. Communicate the results to CEO by telling fact-based story with interactive reports and dashboards</div></div> <i>Student Learning Objectives (SLOS)</i> <div><div>11. Describe the key features of effective performance management and reward systems. (SLO 1.5.)</div><div>12. Translate the organizational strategies into performance indicators. (SLO 1.5.)</div><div>13. Find applicable solution and to initiate appropriate actions for significant enhancement of the organizational performance. (SLO 2.3.)</div><div>14. Be more confident in providing performance feedback and evaluations to your employees. (SLO 3.2.)</div><div>15. Use a variety of analytical methods and techniques in performance management (SLO 2.3.)</div></div>				
11.	Course content: Measuring organizational performance; 10. The view of organizational performance through the prism of different business functions; 11. The contemporary vs the traditional monitoring of organizational performance; 12. Managing organizational performance; 13. Organizational performance management systems; 14. Dominant concepts for managing organizational performance in practice; 15. Linking performance with employees’ salaries and their rewards; 16. Data-driven performance management; 17. Descriptive analytics: summarizing, visualizing and analyzing performance; 18. Diagnostic analytics: identifying the drivers of performance; 19. Predictive analytics: predicting the future performance; 20. Prescriptive analytics: driving performance with informed decisions.				
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Classroom Opinion Polls, Minute Paper, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise.				
13.	Total hours	6 ECTS x 25 classes = 150 classes			

14.	Allocation of hours per activity	40+110 = 150 hours				
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Project assignments	40		
		16.2.	Individual assignments	40		
		16.3.	Self- study	30		
17.	Assessment methods: combination of tests, individual and group assessments					
	17.1.	Tests (Essay, Multiple choice exam, Case)		30%		
	17.2.	Individual Assessment / projects (Online discussions, Quizzes, Writing Assignments)		30%		
	17.3.	Group Assessment (Group Case Presentation, Group Case Analysis, Team Application Exercise, Capstone Team Project)		30%		
	17.4.	Attendance and class participations		10%		
18.	Grading scale		under 51 %	5 (five) (F)		
			51-60 %	6 (six) (E)		
			61-70 %	7 (seven) (D)		
			71-80 %	8 (eight) (C)		
			81-90 %	9 (nine) (B)		
			91-100 %	10 (ten) (A)		
19.	Preconditions for taking the final exam		Realized activities from items 15 and 16			
20.	Language		English			
21.	Evaluation method		Student questionnaire and other methods for continual self-evaluation			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Aguinis, H. (2013).	<i>Performance Management</i> 3rd edition.	Upper Saddle River, NJ: Pearson Prentice Hall.	2013
		2.	James Evans	<i>Business analytics</i> , 3 rd ed.,	Pearson	2019
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Ibrahim H. Osman, Abdel Latef Anouze and Ali Emrouznejad (eds.)	<i>Handbook of Research on Strategic Performance Management and Measurement Using Data Envelopment Analysis</i>	IGI Global	2013
		2	Banker, R.D., Charnes, A. and Cooper, W.W.	<i>Some models for estimating technical and scale inefficiencies in data envelopment analysis.</i>	Management Science 30(9). 1078-1092.	1984

		3	Banker, R.J. and Natarajan, R.	<i>Evaluating contextual variables affecting productivity using data envelopment analysis.</i>	Operations Research, 56(1), 48-58.	2008
		4	Thomas H. Davenport,	<i>A Predictive Analytics Primer,</i>	(HBR, September 2014)	2014
		5	Scott Berinato	<i>Visualizations That Really Work,</i>	(HBR, June 2016)	2016
		6	Thomas H. Davenport	<i>Is HR Most analytics-Driven Function?</i>	(HBR, April, 2019)	2019
		7.	Bernard Marr	<i>Data-driven HR: How to use analytics and metrics to drive performance</i>	Kogan Page	2018
		8.	Rajiv D. Banker, Hsihui Chang, and Mina J. Pizzini	<i>The Balanced Scorecard: Judgmental Effects of Performance Measures Linked to Strategy</i>	The Accounting Review: January 2004, Vol. 79, No. 1, pp. 1-23.	2004

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Theory of Organizational Design			
2.	Code	MSHR 511			
3.	Study programme	MBA in Strategic Human Resources Management			
4.	Organizer of the study programme (university unit i.e., institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Kiril Postolov PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: After completing the subject, students need to be able to: <ul style="list-style-type: none">• Demonstrate knowledge of the principles of organization structure and design.• Develop skills for understanding the impact of environment, strategy, and organizational size on organizational and interorganizational relationships.• Demonstrate analytical skills in linking design/structure to performance.• Develop awareness of the decision-making hierarchies, bureaucracy, power and politics.• Demonstrate knowledge of various organization theories which enable managers to understand, predict, and influence organizational design/structure and development.• Demonstrate awareness of the complex issues faced by managers in the area of ethics and social responsibility in organizational development. Student Learning Objectives (SLOS): <ul style="list-style-type: none">• SLO 1.1: An understanding of the different approaches in the process of Organizational design• SLO 2.1: Be capable of analyzing and synthesize internal and external organizational design elements.• SLO 3.1: The ability to effectively translate and apply an understanding of their knowledge of the literature into practical decisions in the workplace and use the terminology and jargon of management correctly..				
11.	Subject methods: <ul style="list-style-type: none">1. Organizational Environment and Designing Organization2. Internal Design Elements- Organizational Size, Life Cycle and Decline3. Organizational structures and Management techniques in designing organization4. Managing Dynamic Processes5. Crisis in the Organization and crisis management				
12.	Learning methods: interactive lectures with presentations, team preparation of essay and presentation, education videos in flipped classroom, individual preparation of essay and presentation				
13.	Total hours	6 ects X 25 classes = 150 classes			
14.	Allocation of hours per activity	(24+ 16) + (34+12+34+30)			
15.	Types of teaching activates	15.1.	Lectures (12 weeks X 2)		24
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork		16
16.	Other types of activity	16.1.	Team assignments		34 classes
		16.2.	Education video in flipped classroom		12 classes
		16.3.	Individual assignments		34 classes
		16.4.	Self- study		30 classes
17.	Grading method				
	17.1.	Test			30 points

	17.2.	Individual tasks / project (assignments: written and oral)- Essay			20 points	
	17.3.	Team work- common project (assignments: written and oral)- Essay			35 points	
	17.4.	Online Discussions			10 points	
	17.5.	Quizzes			5 points	
18.	Grading scale			Less than 55 points	5 (five) (F)	
				From 56 to 65 points	6 (six) (E)	
				From 66 to 75 points	7 (seven) (D)	
				From 76 to 85 points	8 (eight) (C)	
				From 86 to 90 points	9 (nine) (B)	
				From 91 to 100 points	10 (ten) (A)	
19.	Preconditions for taking the final exam			Realized activities from 15 and 16		
20.	Language			English		
21.	Evaluation method			Internal evaluation and survey		
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Richard L. Daft	Organization Theory and Design-selected materials	Cengage Learning	2015
			Presentation			
			Mary Jo Hatch	Organization and Environment	Oxford Higher Education	2016
			Gareth R. Jones	Organizational Transformations: Birth, Growth, Decline, and Death	Pearson Education, Inc. Publishing as Prentice Hall	2013
			Maureen S. Rush	Crisis Management Plan and Crisis Management Operations Overview	University of Pennsylvania	2015
			Richard L. Daft	Conflict, Power, and Politics	Cengage Learning	2015
			Richard L. Daft	Fundamentals of Organization	Cengage Learning	2015
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
			Article in Journals			
			Kyle Ehrhardt, Belle R. Ragins	Relational attachment at work: A complementary fit perspective on the role of relationships in organizational life	Academy of Management Journal,	2019, Vol. 62, No.1., pp. 248-282
			Mikušová, Marie , Horváthová, Petra	Prepared for a crisis? Basic elements of crisis management in an organisation,	Economic Research-Ekonomska Istrazivanja	Dec2019, Vol. 32 Issue 1, p1844-1868.

			Kretschmer, Tobias, Khashabi, Pooyan	Digital Transformation and Organization Design : An Integrated Approach	California Management Review .	Aug2020, Vol. 62 Issue 4, p86-104.
			Murray, Genevra F. D'aunno, Thomas Levis, Valeria A.	Trust, Money, and Power : Life Cycle Dynamics in Alliances Between Management Partners and Accountable Care Organizations ,	Milbank Quarterly .	Dec2018, Vol. 96 Issue 4, p755-781.
			Marasi, Shelly, Bennett, Rebecca J., Budden, Heather	The Structure of an Organization : Does It Influence Workplace Deviance and Its' Dimensions? And to What Extent?	Journal of Managerial Issues .	Spring2018, Vol. 30 Issue 1, p8-27.
			Soderstrom, Sara B., Weber, Klaus:	Organizational Structure from Interaction: Evidence from Corporate Sustainability Efforts	<i>Administrative Science Quarterly</i> ,	2019, Vol. 65 Issue 1, pp. 226-271

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Social Media Platforms in HRM			
2.	Code	MSHR 512			
3.	Study program	Strategic Human Resource Management			
4.	Organizer of the study program (university unit i.e. institute, chair, department)	Faculty of Economics-Skopje, SS. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second			
6.	Academic year / semester	2021/2020 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Prof. Dimitar Jovevski, Ph.D.			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	<p>Course Competencies & Student Learning Objectives:</p> <p>From social media to digital platforms and mobiles apps, today's HRM is recruiting differently than in the past. Students in this course will have opportunity to learn and get hands on with different social media platforms may be used in various aspects for HRM and how those platforms enhance organizational performance, employee productivity, social capital and brand awareness of the organization. This course will make students to make more informed decision in the HRM process but also in consuming the services provided by HRM through social media. The course will give opportunity student to communicate on social media, specifically LinkedIn, Facebook, Instagram and learn about different social media tools and how to use them in a professional manner.</p> <p>Competences that will be developed on this course:</p> <ul style="list-style-type: none">SLO 2.3: Identify the most appropriate tools or frameworks to solve a given organizational problem in various organizational settings; Utilize tools to meet both the needs of management and employee HR challenges and opportunitiesSLO 1.4: Integrate and synthesize the various approaches to organization and HR problems				
11.	<p>Course content:</p> <ol style="list-style-type: none">Digital media landscapeSocial media and Company performance<ol style="list-style-type: none">Social capitalEmployee productivityKnowledge managementApplication of Social media in HRMSocial media and recruitment processAnalytics and reports <p>Chapters from books, articles, case studies, and other course content will be delivered to the students beforehand.</p>				
12.	Learning methods: Online discussion, Quizzes, Group Assignment Project base learning, Group case presentation				
13.	Total hours	6 ECTS x 25 hours = 150			
14.	Allocation of hours per activity	40+15+95=150			
15.	Types of teaching activities	15.1.	Lectures – (12 weeks X 2)		24 hours
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork		16 hours
16.	Other types of activities	16.1.	Project assignments		40 hours
		16.2.	Individual assignments		40 hours
		16.3.	Self- study		30 hours
17.	Grading method				
	17.1.	Tests			30 %

	17.2.	Individual tasks			30 %	
	17.3.	Projects assignments (written and oral)			30 %	
	17.4.	Attendance and class participation			10 %	
18.	Grading scale			under 51 %	5 (five) (F)	
				51-60 %	6 (six) (E)	
				61-70 %	7 (seven) (D)	
				71-80 %	8 (eight) (C)	
				81-90 %	9 (nine) (B)	
				91-100 %	10 (ten) (A)	
19.	Preconditions for taking the final exam			Activities from point 15 and 16		
20.	Language			English, Macedonian		
21.	Evaluation method			Internal evaluation		
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Qualman Eriq	2nd Edition Socialnomics: How Social Media Transforms the Way We Live and Do	Wiley	2010
		2.				
		3.				
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	<u>Peter Cappelli</u>	Recruiting	<u>Harvard Business Review.</u>	2019
		2.	<u>Mary Anne Watson, Gabrielle R. Lopiano</u>	Should We Fire Him for That Post? (HBR Case Study)	<u>Harvard Business Review.</u>	2016
		3.	<u>Patrick van Esch, J. Stewart Black</u>	Factors that Influence New Generation Candidates to Engage with and Complete Digital, AI-enabled Recruiting	<u>Harvard Business Review.</u>	2019

Annex No. 3		Second Cycle Studies Subject Program			
1.	Title of subject	HRM in a Start-Up and Corporate Environment			
2.	Code	MSHR 513			
3.	Study program	MBA in Strategic Human Resource Management			
4.	Organizer of the study program (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 1 st semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Aleksandra Janeska-Iliev, PhD, Associate professor Stojan Debarliev, PhD Full professor			
9.	Preconditions for enrolment	Completed previous (first)cycle of studies with at least 240ECTS			
10.	<p>Course Competencies and Student Learning Objectives:</p> <p>The major aim of this course evolves on enabling participants to get familiar with the specific challenges related to entrepreneurship and innovation in the context of startups as well as the corporate sector. The purpose of course is to research and study the theories, principles, concepts, and practices of entrepreneurial development within organizations.</p> <p>Upon completing this course participants should be able to:</p> <ul style="list-style-type: none">• Understand and asses various organizational challenges associated with Entrepreneurship and Innovation in practice• Recognize the significance of an entrepreneurial mindset• Demonstrate an essential understanding of the entrepreneurial process• Discuss the complexity of the growth process• Describe best practices in businesses ranging in size from small to multi-national in the context entrepreneurship and innovation• Examine how corporate entrepreneurial activities relate to a company’s ability to drive innovation throughout the organization• Articulate innovative ideas, thoughts, recommendations and other communications clearly, concisely and persuasively to business audiences <p>Student Learning Objectives:</p> <ul style="list-style-type: none">• Identify the most appropriate tools or frameworks to solve a given organizational problem in entrepreneurial settings (SLO 2.3)• Apply the acquired knowledge for the purpose of creating practices to exploit and implement entrepreneurial opportunities within a start-up or an existing company (SLO.2.4)• Work effectively in creating start-up or corporate innovations (SLO 3.3)				
11.	<p>Subject content:</p> <ul style="list-style-type: none">• Understanding the startup context: The innovative and entrepreneurial mindset <p>Part I Entrepreneurship in a startup environment</p> <ul style="list-style-type: none">• Small business and entrepreneurship• The entrepreneurial process and innovation• Creating and starting a business <p>Part II Corporate innovation</p> <ul style="list-style-type: none">• Corporate innovation• Design thinking, creativity• Human resource management in corporate innovation• Team-based innovation• Leading Innovation				
12.	Learning methods: asynchronous video lectures, module write-ups, case analysis, final venturing project, online discussions				
13.	Total hours	6 ECTS x25 hours= 150			

14.	Allocation of hours per activity	24+16+40+40+30=150				
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)		24	
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork		16	
16.	Other types of activities	16.1.	Case analysis		40	
		16.2.	Final venturing project		40	
		16.3.	Online discussions		30	
17.	Grading method					
	17.1.	Exams		30%		
	17.2.	Individual Assessment (Module write-ups, Case Analysis)		30%		
		Group assessment (Final venturing project)		25%		
	17.3.	Online discussions		15%		
18.	Grading scale				5 (five) (F)	
					6 (six) (E)	
					7 (seven) (D)	
					8 (eight) (C)	
					9 (nine) (B)	
					10 (ten) (A)	
19.	Preconditions for taking the final exam		Completing 15 and 16			
20.	Language		English			
21.	Evaluation method		Internal evaluation and questionnaire			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Kuratko, D.F., Goldsby, M.G. and Hornsby, J.S.,	Corporate Innovation: Disruptive Thinking in Organizations.	Routledge	2019
		2.	Robert Curedale	Design Thinking Process and Methods 5th Edition	Design Community College Inc	2019
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Tim Brown , Clayton M. Christensen, Indra Nooyi, Vijay Govindarajan	HBR's 10 Must Reads on Design Thinking	Harvard Business Review Press	2020
		2.	Gorkan Ahmetoglu	The Wiley Handbook of Entrepreneurship	John Wiley & Sons	2017

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Change Management			
2.	Code	MGT520			
3.	Study programme	MBA in Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	UKIM, Faculty of Economics – Skopje, Department of Management			
5.	Level (first, second, third cycle)	Second (II) study cycle			
6.	Academic year / semester	2021/2022, 2 nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Prof. Leonid Nakov, Ph.D.			
9.	Preconditions for enrolment	Finished first cycle of studies of minimum 240 ECTS credits			
10.	<p>Course Competencies:</p> <p>After completing the subject, students need to be able to:</p> <ol style="list-style-type: none">1. Prepare managerial decisions for the current state, nature, and the depth of the need for organizational changes;2. Recognize and manage the forces for, as well as cope with the forces against, change, at individual, group/team, and organizational level;3. Develop and further implement managerial and leadership skills and abilities for each phase of the change management process;4. Understand the basic differences between managing evolutionary and revolutionary modalities of organizational changes;5. Identify and manage with the most applicable change management model, with respect of the particular internal and external environment;6. Learn the different usage of the strategies and tactics for managing change, according to the phase of the life cycle, environmental constraints, and developmental goals;7. Master the usage of information technologies and social responsibility in managing change;8. Perceive the inter-connectedness and inter-dependence of change management and organizational development. <p>Student Learning Objectives (SLOS):</p> <p>SLO 1.5: Apply scholarly knowledge to prepare and assess changes required at organizational and human resource, particular management decisions, and implement them in various organizational setting, aimed at solving particular business developmental challenges</p> <p>SLO 2.3: Identify the most appropriate and applicable individual or combined change management technique in order to solve an identified organizational change management problem at various organizations/institutions, as well as utilizing tools in order to harmonize prospective management and employee change management challenges and opportunities</p> <p>SLO 3.1: Articulate and communicate integrated change ideas, thoughts and recommendations, thoroughly and concisely, to interested business sector representatives</p>				
11.	Subject methods: Integrating theory with applicative explanations, challenging contemporary managerial problems, pro-active diagnosis of institutional change management phase, bench-marking of change management models				
12.	Learning methods: Interactive lectures with PPT and video presentation (pre-recorded and simultaneous), individual and team project topic research and presentation, change management educational videos, guest speaker, case study business analyses				
13.	Total hours	6 ECTS x 25 learning hours = 150 classes			
14.	Allocation of hours per activity	Core activities (lectures and tutorials) 40 Other activities (project and individual assignments) 110			
15.	Types of teaching activates	15.1.	Lectures – theoretical teaching 12 weeks * 2 = 24		24

		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Project assignments	40		
		16.2.	Individual assignments	30		
		16.3.	Self- study	40		
17.	Grading method					
	17.1.	Tests - Writing Assignment, Short Answer Exam, Multiple Choice Exam, Quizzes		40%		
	17.2.	Individual and Group tasks / projects (assignments: written and oral) - Case Analyses, Group Case Presentations, Group Consulting Projects, Team Application Exercise		50%		
	17.3.	Attendance and participation		10%		
18.	Grading scale		Below 51%	5 (five) (F)		
			51-60%	6 (six) (E)		
			61-70&	7 (seven) (D)		
			71-80%	8 (eight) (C)		
			81-90%	9 (nine) (B)		
			91-100%	10 (ten) (A)		
19.	Preconditions for taking the final exam		Realized activities from items 15 and 16			
20.	Language		English			
21.	Evaluation method		Student questionnaire and other methods for continual self-evaluation			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Nakov Leonid	<i>Change Management, study material</i>	UKIM, Faculty of Economics - Skopje	2020
		2.	Esther Cameron & Mike Green	<i>Making sense of Change Management: A Complete Guide to Models, Tools and Techniques of Organizational Change, 5 Ed.</i>	Kogan Page Publ.	2019
		3.	Holt Douglas	“Cultural Innovation: The Secret to Building Breakthrough Businesses” in <i>Harvard Business Review</i>	Harvard Business School, Harvard University	2020, September-October
	22.2.	Additional literature				
		No.	Author	Title	Publisher	Year
		1.	Hayes John	<i>The Theory and Practice of Change Management, 5 Ed.</i>	Red Globe Press	2020
		2.	Cawsey F. Tupper, G.Deszca & Cynthia Ingols	<i>Organizational Change, an Action Oriented Approach, 4 Ed.</i>	Sage Publ, London	2019

		3.	Edwards Kasper	“A Model of Cascading Change: Orchestrating Planned and Emergent Change to Ensure Employee Participation” in <i>Journal of Change Management</i>	Taylor & Francis Group Publ.	2020, Issue 4
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Annex No. 3		Second Cycle Studies Subject Program			
1.	Title of subject	Leadership & Organizational Behavior			
2.	Code	MSHR 521			
3.	Study program	MBA in Strategic Human Resource Management			
4.	Organizer of the study program (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 2 nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Aleksandra Janeska-Iliev, PhD Associate professor			
9.	Preconditions for enrolment	Completed previous (first)cycle of studies with at least 240ECTS			
10.	<p>Course Competencies and Student Learning Objectives:</p> <p>Apart from the need of understanding leadership in organizations as human behavior, this module should offer improving the understanding and management of people at the workplace in general. Hence enabling in-depth understanding of the social, psychological, and organizational factors that shape individuals’ behavior at work will allow for effective collaboration, covering issues related to motivation, decision making, team composition, organizational conflicts, effective collaboration, and power dynamics.</p> <p>Upon completing this course, participants should be able to:</p> <ul style="list-style-type: none">• Understand people management skill set, considering the individual, group and organizational level.• Recognize and respect individual differences in attitudes, personality and perceptions• Recommend action to improve employees’ motivation, behavior, and attitudes.• Assess major aspects related relating to motivation, commitment and engagement at work and how these are put into practice by organizations.• Build, participate in, and lead multicultural teams more effectively• Understand the benefits and drawbacks of team-based work, how teams develop, functional and dysfunctional roles• Understand and cultivate leadership as a very important dimension of the management profession and become true leaders for individuals and groups in the organization.• Understand why organizational culture is important bounded to continuous improvement <p>Student Learning Objectives:</p> <ul style="list-style-type: none">• Demonstrate an essential understanding of the core organizational behavior principles in work contexts.(SLO.1.1)• Able to integrate and apply the tools and techniques of business to solve complex business problems and make sound business decisions. SLO 2.3• Discuss and analytically evaluate the characteristics of effective leadership and the methods used to develop leaders in organizations (SLO 2.4)				
11.	<p>Subject content:</p> <ul style="list-style-type: none">• Individual differences in the organizational context• Values, attitudes and perception• Motivation• Groups, teams and teamwork• Virtual teams• Conflicts in the organizational context• Leadership• Understanding organizational culture				
12.	Learning methods:				

	Classroom Opinion Polls, Minute Paper, Online Discussions, Quizzes, Individual Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise, Simulation, Course Video,					
13.	Total hours	6 ECTS x25 hours= 150				
14.	Allocation of hours per activity	24+16+40+30+20+20=150				
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Simulations	40		
		16.2.	Individual leadership action plan	30		
		16.3.	Online discussions	20		
		16.4	Self-study	20		
17.	Grading method					
	17.1.	Tests (Essay, Short-answer exam)		30%		
	17.2.	Individual Assessment (Individual leadership action plan, Peer to peer evaluation)		20%		
	17.3.	Group Assessment (Group Case Presentation, Team Application Exercise)		30%		
	17.3.	Attendance and participation(quizzes, Online discussions)		20%		
18.	Grading scale			5 (five) (F)		
				6 (six) (E)		
				7 (seven) (D)		
				8 (eight) (C)		
				9 (nine) (B)		
				10 (ten) (A)		
19.	Preconditions for taking the final exam		Completing 15 and 16			
20.	Language		English			
21.	Evaluation method		Internal evaluation and questionnaire			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Dr. Christopher P. Neck , Jeffery D. Houghton, Emma L. Murray	Organizational Behavior: A Skill-Building Approach 2nd Edition	SAGE	2019
		2.	Michael A.Hitt	Organizational Behavior, Fifth Edition	Wiley	2017
		3.				
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Linda A. Hill , Kent Lineback	Being the Boss, with a New Preface: The 3 Imperatives for Becoming a Great Leader	Harvard Business Review Press	2019

		2.	Haas, M. and Mortensen, M.,	The secrets of great teamwork	Harvard business review, 94(6), pp.70-76.	2016
		3.				

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Business Communication and Negotiations			
2.	Code	MSHR 522			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics – Skopje, University Ss. Cyril and Methodius in Skopje, Management department,			
5.	Level (first, second, third cycle)	Second			
6.	Academic year / semester	2021/2022 2 nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Nikola Levkov PhD			
9.	Preconditions for enrolment	Graduated on first cycle of study with minimum 240 ECTS credits			
10.	Core Competencies and Student Learning Objectives The aim of this course is to improve the communication and negotiation skills of HR professionals. This curriculum integrates the body of knowledge from business communication and negotiation. The course will cover oral and written forms of communication through practicing verbal communication and business writing and how to be engaging in these forms of communication. Students should become familiar with various communication and negotiation styles and their assessment. Also, it will cover key negotiation strategies aimed to resolve conflicts and achieve agreements on salaries, benefits, working conditions, and other aspects of workers' compensation. After taking this class, students should be able to: <ul style="list-style-type: none">• SLO 1.4 Understand theories of interpersonal and organizational communication.• SLO 3.1 Understand internal communication and prepare internal communication plan.• SLO 3.2 Understand nature and process of negotiation.				
11.	Subject content: 1) Introduction to business communication and negotiation 2) Theories of interpersonal and organizational communication 3) Preparing and delivering effective presentations 4) Professionalism, meetings and speaking skills 5) Writing process in the information age 6) Communication for conflict management and negotiation 7) Planning for negotiations 8) Perception, bias and emotions 9) Labor negotiations				
12.	Learning methods: 1) Readings and discussions – Reading articles and discussion 2) Group project assignment – (Writing an internal communication plan for the real-world organization – Service learning) 3) Asynchronous videos 4) Individual written assignments in business correspondence 5) Role playing in negotiation group simulations 6) Communication styles and conflict resolutions styles assessments 7) Live discussion sessions 8) Online discussion forum participation				
13.	Total classes	6 ECTS x 25 classes=150 classes			
14.	Allocation of classes per activity	40 (teaching classes) + 110 (other teaching activities) = 150 classes			
15.	Teaching classes	15.1	Lectures (12 weeks X 2)		24
		15.2	Tutorials (laboratory,		16

			auditory), seminars, teamwork			
16.	Other types of teaching activities	16.1	Group project			20 classes
		16.2.	Individual assignments			20 classes
		16.3	Simulations and exercises			20 classes
		16.4	Self- study			50 classes
17.	Grading method					
	17.1.	Tests (Quizzes)			20 points	
	17.2.	Group project			20 points	
	17.3	Individual assignments			10 points	
	17.4	Simulations and exercises			20 points	
	17.5	Case study analysis			20 points	
	17.6	Readings and discussions			10 points	
18.	Grading scale			up to 50 points	5 (five) (F)	
				from 51 to 60 points	6 (six) (E)	
				from 61 to 70 points	7 (seven) (D)	
				from 71 to 80 points	8 (eight) (C)	
				from 81 to 90 points	9 (nine) (B)	
				from 91 to 100 points	10 (ten) (A)	
19.	Preconditions for taking the final exam			Graduated on first cycle of study with minimum 180 ECTS credits		
20.	Language			English		
21.	Evaluation method			Internal evaluation and survey		
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Marry Ellen Guffey and Dana Loewy	Essentials of Business Communication, 11 th edition	Cengage Learning	2019
		2.		Association for Business Communication case studies		
		3.		Harvard Business Review (HBR) cases and articles		
		4.		Academy of Management Perspectives cases and articles		
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Courtland L. Bovée and John V. Thill	Business Communication Today, 14 th edition	Pearson Education Limited	2018

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Business Research Methods & Analytics			
2.	Code	MSHR 523			
3.	Study programme	Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics-Skopje, SS. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second			
6.	Academic year / semester	2021/2022 2 nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Mijalche Santa, PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	<p>Course Competencies and Student Learning Objectives:</p> <p>Research skills are important skill that enable the students to explore a practical issue and provide an academically appropriate suggestion. This is a “hands on” course for students who seek to learn about practicalities of business research methods and analytics. The goal of this course is the student to develop competencies through which it will be able</p> <ul style="list-style-type: none">- SLO 2.2: Apply basic principles of scholarly research, including the ability to undertake original research in HRM; apply this knowledge to an independent constructed work (i.e., dissertation)- SLO 3.1: Articulate ideas, thoughts, recommendations and other communications clearly, concisely and persuasively to business audiences <p>To achieve this the student will</p> <ul style="list-style-type: none">- Be able to select a research question that can be answered in a scientifically sound manner within the given amount of time.- Be able to work systematically to use that time effectively.- Be familiar with the different stages in the research process.- Have acquired the ability to see the relationships between choice of research question, theoretical perspective, research design and choice of method.- Have written an independent piece of research proposal related to Strategic Human Resource Management theme in a scientifically sound manner.				
11.	<p>Course Content:</p> <p>The course will cover</p> <ul style="list-style-type: none">- How to develop a research question which answer will make a contribution to solving a practice problem- How to postulate a research hypothesis in order to test it through research- Presentation of different research methods (qualitative and quantitative) and how to select the appropriate method- Writing through systematic argumentation strategies in order to build strong research proposal				
12.	<p>Learning methods:</p> <p>The course’s value is maximized only when the student recognizes and embraces the role of an “active learner”. As active learners the students are challenged to exhibit a higher level of intellectual engagement than one often sees in a traditional classroom setting. This type of engagement is expected before, during and after the class. Before the classes the students will need to read the assigned reading materials and write. For the reading material for each class the student will write short-answer that will be presented and discussed during the class.</p> <p>After each lecture the students will need to write up to 100 words answer to the question "What was the most unclear or confusing point in (lecture, assignment, discussion)?" After two study themes the students will be asked to make a take-home exam (of half page) that will help them in the process of designing their research. As a final exam the students will need to submit a four-page essay that they can use it as a starting proposal for their master thesis.</p>				
13.	Total hours	6 ECTS x 25 = 150 hours			

14.	Allocation of hours per activity					
15.	Types of teaching activates	15.1.	Lectures – theoretical teaching	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Project assignments	40		
		16.2.	Individual assignments	35		
		16.3.	Self- study	35		
17.	Grading method					
	17.1.	Short-answers critical thinking	25			
	17.2.	Follow-up answers	15			
	17.3.	Take home exams	30			
	17.4.	Essay	30			
18.	Grading scale			5 (five) (F)		
				6 (six) (E)		
				7 (seven) (D)		
				8 (eight) (C)		
				9 (nine) (B)		
				10 (ten) (A)		
19.	Preconditions for taking the final exam		None			
20.	Language		English, Macedonian			
21.	Evaluation method		Internal evaluation			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	John W. Creswell and J. David Creswell	Research Design: Qualitative, Quantitative, and Mixed Methods Approaches	SAGE publications	2018
		2.	Alvesson, M., & Sandberg, J.	Generating Research Questions Through Problematization.	Academy of Management Review, 36(2), 247–271. https://doi.org/10.5465/amr.2009.0188	2011
		3.	Alvesson, M., & Sandberg, J.	Habitat and Habitus: Boxed-in versus Box-Breaking Research.	Organization Studies, 35(7), 967–987. https://doi.org/10.1177/0170840614530916	2014
			Gioia, D. A., Corley, K. G., & Hamilton, A. L.	Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology.	Organizational Research Methods, 16(1), 15–31. https://doi.org/10.1177/1094428112452151	2013
			James R. Rubin	MBA Writing Diagnostic	Harvard Business Review	2009
			Nick Morgan	Writing Well When Time Is Tight	Harvard Business Review	2002

			John S. Fielden	“What Do You Mean I Can’t Write?”	Harvard Business Review	1964
			HBR	Writing Clearly, Part I: Storytelling; Part II: The Paragraph; Part III: Adding Pizzazz	Harvard Business Review	2000
		Supplemental literature				
		No.	Author	Title	Publisher	Year
	22.2.	1.	Karin Sanders, Julie A. Cugin, and Hugh T.J. Bainbridge	Research Methods for Human Resource Management	Routledge	2014
		2.	Lynn P. Nygaard	Writing Your Master's Thesis From A to Zen	SAGE publications	2017
		3.	Sok&Skriv	Search & Write - Creative Commons Attribution-NonCommercial-ShareAlike 4.0	https://sokogskriv.no/en/	2020

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Labour markets			
2.	Code	MSHR 524			
3.	Study programme	MBA in Strategic Human Resources Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	University Ss. Cyril and Methodius University in Skopje, Faculty of Economics - Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 2 nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Prof. Predrag Trpeski Ph.D.			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	<p>Course Competencies and Student Learning Objectives: On successful completion of this course, the students should be able to:</p> <ol style="list-style-type: none">1. Described key features of the labour market, supply, demand and wage determinants2. Explain influence of education on the labour market and in this context to describe main determinants of Human capital3. To explain the process of permanent migration and the phenomenon of Brain drain and the effect on Labour market4. Critically evaluate Labour market policies (active and passive LMP) and the role of institutions such as Syndicates on Labour market that affect work and job.5. Explain how governments' policies could affect the decisions of the individual.6. To discuss (or to understand) about the macroeconomic problems such short and long term Unemployment, Employment and Labour productivity as one of the key determinants of the economic growth.7. Interpret labour market statistics and the statistical outputs in academic papers policy reports and broader economic and social commentary. <p><i>Student Learning Objectives (SLOS)</i></p> <ol style="list-style-type: none">1. Use supply and demand to illustrate how wages are determined. (SLO 1.4)2. Explain how productivity influences wages. (SLO 1.5)3. Provide examples of how technology can be a compliment or substitute for labor. (SLO 1.5)4. Predict how various policies or regulations will impact labor markets. (SLO 2.4)				
11.	<p>Subject contents:</p> <ol style="list-style-type: none">1. Introduction to Labour Market Economics2. Labour Supply, Labour Demand and Labour Market Equilibrium3. Compensating wage differentials4. Labour market structure5. Education and Labour Market6. Human Capital7. Labour Mobility and brain drain8. Labour Market Instittions9. Labour markets segmentation and Internal labour markets10. Labour Market Discrimination11. Unemployment12. Employment and productivity				
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Classroom Opinion Polls, Minute Paper, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise.				
13.	Total hours	6 EKTC x 25 hours = 150 hours			

14.	Allocation of hours per activity	40+110 = 150hours				
15.	Types of teaching activates	15.1.	Lectures (12 weeks X 2)	24		
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Project assignments	40		
		16.2.	Individual assignments	40		
		16.3.	Self- study	30		
17.	Grading method: 50+40+10=100 points					
	17.1.	Tests (Essay, Multiple choice exam, Case)	30%			
	17.2.	Individual Assessment / projects (Online discussions, Quizzes, Writing Assignments)	30%			
	17.3.	Group Assessment (Group Case Presentation, Group Case Analysis, Team Application Exercise, Capstone Team Project)	30%			
	17.4.	Attendance and class participations	10%			
18.	Grading scale		under 51 %	5 (five) (F)		
			51-60 %	6 (six) (E)		
			61-70 %	7 (seven) (D)		
			71-80 %	8 (eight) (C)		
			81-90 %	9 (nine) (B)		
			91-100 %	10 (ten) (A)		
19.	Preconditions for taking the final exam		Realied activities from items 15 and 16			
20.	Language		English			
21.	Evaluation method		Student questionnaire and other methods for continual self-evaluation			
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Borjas, George	<i>Labour economics</i>	Published by McGraw-Hill Education	2019
		2.	Berg, J., Editor International Labour Office	<i>Labour Markets, Institutions and Inequality – Building Just Societies in the 21st century</i>	Edward-Elgar Publishing	2015
		3.	Vinod, H.D. and Kaushik, S.K.	<i>Human capital and economic growth: Evidence from developing countries</i>	American Economist, Vol. 15, No.1.	2007
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
		1.	Ronald G. Ehrenberg and Robert S. Smith	Modern Labor Economics: Theory and Public Policy	Taylor & Francis Group	

		2.	World Bank Group, Europe and Central Asia Economic Update	<i>Migration and Brain drain</i>	The world Bank	2019
		3.	International Labour Organization	Education and Labour Markets: Analysing global patterns with the KILM		2015
		4.	International Labour Organization	Global Employment Trends for Youth 2015: Scaling up investments in decent jobs for youth		2015
		5.	Holland, D., Liadze, I., Rienzo, C. and Wilkinson, D.	<i>Relationships between graduates and economic growth across countries</i>	BIS Research Paper No. 110	2013

ANNEX NO. 4**List of teaching staff of the study program**

The following professors participate in the realization of the MBA in Strategic Human Resources Management study program:

1. Prof. Predrag Trpeski PhD
2. Prof. Ljupcho Eftimov PhD
3. Prof. Mijalche Santa PhD
4. Prof. Kiril Postolov PhD
5. Prof. Leonid Nakov PhD
6. Prof. Stojan Debarliev PhD
7. Prof. Nikola Levkov PhD
8. Prof. Violeta Cvetkoska PhD
9. Prof. Dimitar Jovevski PhD
10. Prof. Aleksandra Janeska Iliev PhD

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis		
1.	Name and surname		Predrag Trpeski	
2.	Date of birth		11.7.1976	
3.	Scientific degree/ Title		Ph.D.	
4.	Title of scientific degree		Full Professor	
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution
		B.Sc.	1999	Ss. Cyril and Methodius University in Skopje, Faculty of economics - Skopje
		M.Sc.	2004	Ss. Cyril and Methodius University in Skopje, Faculty of economics - Skopje
		Ph.D.	2010	Ss. Cyril and Methodius University in Skopje, Faculty of economics - Skopje
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit
		Social sciences	Economic sciences	Economic theory and applied economics
7.	Area, field and area of doctoral degree	Area	Field	Unit
		Social sciences	Economic sciences	Economic theory and applied economics
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution		Academic title and area
		Ss. Cyril and Methodius University in Skopje, Faculty of economics - Skopje		Full professor, Economic sciences (economic theory and applied economics)
9.	List of courses that the teacher is lecturing separately for first, second and third cycle			
	9.1.	List of subjects that the teacher is lecturing in the first cycle		
		No.	Subject	Study program/institution
		1.	Fundamentals of economics	Economics, E – business, Marketing, Management, International trade, Accounting and auditing and Financial management/ Ss. Cyril and Methodius University in Skopje, Faculty of economics – Skopje
		2.	Labor economics	Economics / Ss. Cyril and Methodius University in Skopje, Faculty of economics – Skopje

		3.	Systems management	Economics / Ss. Cyril and Methodius University in Skopje, Faculty of economics – Skopje		
	9.2.	List of subjects that the teacher is lecturing in the second cycle				
		No.	Subject	Study program/institution		
		1.	Economic analysis for business leaders	Corporate financial management/ Ss. Cyril and Methodius University in Skopje, Faculty of economics - Skopje		
		2.	Technological development and globalization	Economic development and international finance/ Ss. Cyril and Methodius University in Skopje, Faculty of economics – Skopje		
	9.3.	List of subjects that the teacher is lecturing in the third cycle				
		No.	Subject	Study program/institution		
		1.	Microeconomics	Economic sciences / Ss. Cyril and Methodius University in Skopje, Faculty of economics - Skopje		
		2.	Macroeconomics	Economic sciences / and Methodius University in Skopje, Faculty of economics - Skopje		
		3.	Human resources economics	Economic sciences / and Methodius University in Skopje, Faculty of economics - Skopje		
		4.	Labor market flexibilities	Organizational sciences (Management) / and Methodius University in Skopje, Faculty of economics - Skopje		
		5.	Strategic Human Resource Management	Organizational sciences (Management) / and Methodius University in Skopje, Faculty of economics - Skopje		
	10.	Selected work in the past five years				
		10.1.	Relevant scientific printed paper (up to 5)			
			No.	Authors	Title	Publisher / Year
			1.	Filipovski, V., Trpeski, P. and Bogoev, J.	“Business Cycle Synchronization of a Small Open EU-Candidate Country’s Economy with the EU Economy”	Panoeconomicus, 65(5), 609-631. 2018
			2.	Trpeski, P., Janevska, V., Lozanovska, A. and Cvetanoska, M.	“Unemployment and a Stock – Flow Model on the Labour Market in the Republic of Macedonia” -	Economic Studies Journal, Bulgarian Academy of Science, Volume XXVI, number 2, 2017
			3.	Trpeski, P. and Cvetanoska, M.	“Gross fixed capital formation and productivity in Southeastern Europe”.	Proceedings of FEB Zagreb 10th International Odyssey Conference on Economics and Business. Opatija, Croatia, 2019

	4.	Trpeski, P.		“Employment and productivity in the Republic of Macedonia. Future Challenges of the Economic Development and Economic Policies of the Republic of Macedonia”.		Proceedings of the Scientific Conference held in Ohrid on 4-5 October 2018. MASA, 2019		
	5.							
	10.2.	Participation in scientific national and international projects (up to 5)						
	No.	Authors		Title		Publisher / Year		
	1.							
	2.							
	3.							
	4.							
	5.							
	10.3.	Printed books in the last five years (up to 5)						
	No.	Authors		Title		Publisher / Year		
	1.							
	2.							
	3.							
	4.							
	5.							
	10.4.	Printed professional papers in the last 5 years (up to 5)						
	No.	Authors		Title		Publisher / Year		
	1.							
	2.							
3.								
4.								
5.								
6.								
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students							
11.1.	Undergraduate			20				
11.2.	Master			2				
11.3.	Doctoral			3				
12.	Selected results in the last five years							
12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)							
No.	Authors		Title		Publisher / Year			
1.								
2.								
3.								
4.								
5.								
6.								
12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years							
No.	Authors		Title		Publisher / Year			
1.								
2.								
12.3.	Proof of at least three international meetings' participation in the past four years							
No.	Authors		Title		International Meeting/Conference		Year	
1.								
2.								
3.								

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis		
1.	Name and surname	Ljupcho Eftimov		
2.	Date of birth	18.11.1978		
3.	Scientific degree/ Title	Ph.D.		
4.	Title of scientific degree	Ph.D. in Organizational Sciences and Management		
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution
		B.Sc.	2003	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		M.Sc.	2009	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		Ph.D.	2012	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit
		Social Sciences	Organizational Sciences and Management	Business Management (HRM)
7.	Area, field and area of doctoral degree	Area	Field	Unit
		Social Sciences	Organizational Sciences and Management	Business Management (HRM)
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution		Academic title and area
		Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje		Associate Professor Business management (HRM and Performance Management)
9.	List of courses that the teacher is lecturing separately for first, second and third cycle			
	9.1.	List of subjects that the teacher is lecturing in the first cycle		
		No.	Subject	Study program/institution
		1.	Human Resource Management	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		2.	Performance Management	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
	9.2.	List of subjects that the teacher is lecturing in the second cycle		
		No.	Subject	Study program/institution
		1.	Strategic Human Resource Management	Strategic Human Resource Management – Faculty of Economics-Skopje MBA Management – Faculty of Economics-Skopje
		2.	Performance Management	Strategic Human Resource Management – Faculty of Economics-Skopje
		3	Developing Professional Employability Skills	Strategic Human Resource Management – Faculty of Economics-Skopje
	9.3.	List of subjects that the teacher is lecturing in the third cycle		
		No.	Subject	Study program/institution
		1.	Strategic Human Resource Management	Organizational Sciences and Management, UKIM
		2.	International Human Resource Management	Organizational Sciences and Management, UKIM
	3.	Performance Management and Compensation	Organizational Sciences and Management, UKIM	
	4.	Labour Economics	Economic Sciences, UKIM	

		5.	Crisis Management	Economic Sciences, UKIM	
		6.	Enterprise Economics	Economic Sciences, UKIM	
10.	Selected work in the past five years				
	10.1.	Relevant scientific printed paper (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Best, S., Eftimov, Lj., (2018)	“Enterprise, Entrepreneurship and Innovation: Why These Matter for The New HR Professional”	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No. 2,
		2.	Ristovska, A. & Eftimov, Lj., (2018)	“The Role of Human Resource Management in Retaining The Talents in The Republic of Macedonia: Empirical analysis of youth in the Republic of Macedonia”	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No. 1
		3.	Zupan, N., Eftimov, L., Bozic, K., Petrovski, D., (2017)	“Joining efforts of employers and educational institutions to develop competent graduates”	<i>Dynamic Relationships Management Journal</i> , Vol. 6, No. 2
		4.	Mitroska, S. & Eftimov, Lj. (2016)	“Calculating the Cost for Employee Turnover in the IT Industry in Macedonia by Using a Web Calculator”,	<i>Journal of Human Resource Management</i> , Vol. XIX, No.1/2016, pp.24-33.
		5.	Eftimov, L., Trpeski, P., Gockov, G., Vasileva, V., (2016)	“Designing A Balanced Scorecard as Strategic Management System for Higher Education Institutions: A Case Study in Macedonia”	<i>International Journal for Economic Theory and Practice and Social Issue Ekonomika</i> , Vol. 62, No. 2, pp.29-48.
	10.2.	Participation in scientific national and international projects (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Erasmus + project	“VET4SPORT - Vocational Education and Training (VET) for sport workers”,	2018-2019
		2.	Erasmus + project	“Developing Next Generation Lieders through Applied Know-How”	2016-2017
		3.	EU-IPA 4 Operational Programme for Human Resource Development 2007-2013,	“A Way to a Career”	<u>March, 2016</u>
	10.3	<u>Printed professional papers in the last 5 years (up to 5)</u>			
		No.	Authors	Title	<u>Publisher / Year</u>
		1.			
		2.	Eftimov Lj., (2018)	“Challenges of Human Resource Management in Transport, Freight Forwarding, and Logistic Companies in Macedonia and Worldwide”	<i>Annual of Faculty of Economics-Skopje</i> , Vol. 53, pp.109-130.
		3.	Kjosev, S., Eftimov, L. (2015):	“Sustainable Development Planning- The Case of Macedonia”	<u>MEST Journal</u> , Vol.3, No.1, pp. 185-194

		4.	Gockov, G., Naumovska, E., Jovanovski, K., Eftimov, L., (2015):	“Private versus Public Sector Saving-Investment Gap in the Macedonian Economy – A Comparative Study”,	<i>Journal of International Scientific Publications Economy & Business</i> , Vol. 9, 2015, pp. 31-40
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students				
	11.1.	Undergraduate	158		
	11.2.	Master	40		
	11.3.	Doctoral	3		
12.	Selected results in the last five years				
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)			
		No.	Authors	Title	Publisher / Year
		1.	Best, S., Eftimov, Lj., (2018)	“Enterprise, Entrepreneurship and Innovation: Why These Matter for The New HR Professional”	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No. 2,
		2.	Ristovska, A. & Eftimov, Lj., (2018)	“The Role of Human Resource Management in Retaining The Talents in The Republic of Macedonia: Empirical analysis of youth in the Republic of Macedonia”	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No. 1
			Zupan, N., Eftimov, L., Bozic, K., Petrovski, D., (2017)	“Joining efforts of employers and educational institutions to develop competent graduates”	<i>Dynamic Relationships Management Journal</i> , Vol. 6, No. 2
		4.	Dimovska, Nena, Eftimov Ljupcho (2020)	“MEASURING THE EFFECT OF SALARY RAISE OVER THE PERFORMANCE OF SALES PROFESSIONALS – THE CASE OF AN INTERNATIONAL ORGANIZATION”	1st international scientific conference "Economic and Business Trends Shaping the Future" <i>Faculty of Economics-Skopje</i>
		5.	Ristovska A., Eftimov, Lj., (2019)	“Factors of Job Satisfaction and their Effects on Employees’ Behavior in a Manufacturing Company in the Republic of Macedonia”	Conference Proceeding of <i>VIII International Scientific Conference Market, ethics and economic policy in the light of the modernization of economy and society in organization of Faculty of Economics, University of East Sarajevo. Jahorina, BiH.</i>

		6.	Ristovska, A., Eftimov, Lj., (2018)	“The Role of Human Resource Management in Retaining The Talents in The Republic of Macedonia: Empirical analysis of youth in the Republic of Macedonia”,	<i>Book of abstracts of MHRO 18 International HR Conference “Transforming the business for future: Building a modern HR organization”, of Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje, Macedonia,</i>
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year
		1.	Best, S., Eftimov, Lj., (2018)	“Enterprise, Entrepreneurship and Innovation: Why These Matter for The New HR Professional”	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No. 2,
		2.	Ristovska, A. & Eftimov, Lj., (2018)	“The Role of Human Resource Management in Retaining The Talents in The Republic of Macedonia: Empirical analysis of youth in the Republic of Macedonia”	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No. 1
	12.3.	Proof of at least three international meetings’ participation in the past four years			
		No.	Authors	Title	International Meeting/Conference
		1.	Dimovska, Nena, Eftimov Ljupcho (2020)	“MEASURING THE EFFECT OF SALARY RAISE OVER THE PERFORMANCE OF SALES PROFESSIONALS – THE CASE OF AN INTERNATIONAL ORGANIZATION”	1st international scientific conference "Economic and Business Trends Shaping the Future" <i>Faculty of Economics-Skopje</i>
		2.	Ristovska A., Eftimov, Lj., (2019)	“Factors of Job Satisfaction and their Effects on Employees’ Behavior in a Manufacturing Company in the Republic of Macedonia”	Conference Proceeding of <i>VIII International Scientific Conference Market, ethics and economic policy in the light of the modernization of economy and society in organization of Faculty of Economics, University of East Sarajevo. Jahorina, BiH.</i>

		3.	Ristovska, A., Eftimov, Lj., (2018)	“The Role of Human Resource Management in Retaining The Talents in The Republic of Macedonia: Empirical analysis of youth in the Republic of Macedonia”,	<i>Book of abstracts of MHRO 18 International HR Conference “Transforming the business for future: Building a modern HR organization”</i> , of Faculty of Economics- Skopje, Ss. Cyril and Methodius University in Skopje, Macedonia,	4-.10.2018;
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Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis			
1.	Name and surname	Mijalche Santa			
2.	Date of birth	29 June 1980			
3.	Scientific degree/ Title	Ph.D.			
4.	Title of scientific degree	Associate professor			
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution	
		B.Sc.	2003	Fontys University for Applied Sciences	
		M.Sc.	2006	Aberdeen Business School	
		Ph.D.	2014	University Paris 1 – Pantheon - Sorbonne	
6.	Area, field and particular specialty of master of science degree	Area	Field	Area	
		Social sciences	Organizational sciences and management	Business management	
7.	Area, field and area of doctoral degree	Area	Field	Area	
		Social sciences	Organizational sciences and management	Business management	
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution	Academic title and area		
		Faculty of Economics – Skopje, Ss Cyril and Methodius University	Associate professor in information systems analysis and design		
9.	List of courses that the teacher is lecturing separately for first, second and third cycle				
9.1.	List of subjects that the teacher is lecturing in the first cycle				
	No.	Subject	Study program/institution		
	1.	Information systems and analysis	E-business department		
	2.	E-business innovation	E-business department		
	3.				
	4.				
	5.				
	6.				
	9.2.	List of subjects that the teacher is lecturing in the second cycle			
	No.	Subject	Study program/institution		
	1.	E-business innovation	E-business management		
	2.	Global information infrastructures	E-business management		
	9.3.	List of subjects that the teacher is lecturing in the third cycle			
	No.	Subject	Study program/institution		
	1.	-	-		
	2.	-	-		
	10.	Selected work in the past five years			
	10.1.	Relevant scientific printed paper (up to 5)			
No.		Authors	Title	Publisher / Year	
1.		Santa, Mijalche, Viktor Stojkoski, Marko Josimovski, Igor Trpevski, and Ljupco Kocarev.	Robust Determinants of Companies' Capacity to Innovate: A Bayesian Model Averaging Approach.	Technology Analysis & Strategic Management/ 2019	
2.		Santa, Mijalche, and Geert Poels	Atlas Framework for Integral Enterprise Modelling - Instantiation for Dynamic Capabilities Modelling	ECIS Proceedings at AIS Electronic Library/ 2019	

		3.	Santa, Mijalche, and Anita Ciunova Shuleska	Is Facebook A Ride-Sharing Platform? Exploration Through Affordance Theory	Humanizing Technology for a Sustainable Society Conference Proceedings/ 2019	
		4.	Santa, Mijalche & Nurcan, Selmin	Learning organization modelling patterns.	Knowledge Management Research & Practice journal / 2016	
		5.	Santa, Mijalche	Learning organisation review – a “good” theory perspective.	The Learning Organization journal / 2015	
	10.2.	Participation in scientific national and international projects (up to 5)				
		No.	Authors	Title	Publisher / Year	
		1.	Santa Mijalche	From Sharing to Caring: Examining Socio-Technical Aspects of the Collaborative Economy	COST Action CA16121	
		2.	Santa, Mijalche	European Academic Network for Open Innovation – OI-NET	FP7 / 2013-2016	
		3.	Santa, Mijalche	Network for Evaluation of One Health (NEOH)	COST Action TD1404 / 2014 - 2018	
		4.	Santa, Mijalche	European Network for the Joint Evaluation of Connected Health Technologies (ENJECT)	COST Action TD1405 / 2014 – 2018	
		5.				
	10.3.	Printed books in the last five years (up to 5)				
		No.	Authors	Title	Publisher / Year	
		1.	Santa, Mijalche	E-business innovation	McGraw-Hill / 2015	
		2.				
		3.				
		4.				
		5.				
	10.4.	Printed professional papers in the last 5 years (up to 5)				
		No.	Authors	Title	Publisher / Year	
		1.				
		2.				
		3.				
		4.				
		5.				
		6.				
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students					
	11.1.	Undergraduate	30			
	11.2.	Master	3			
	11.3.	Doctoral	/			
12.	Selected results in the last five years					
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)				
		No.	Authors	Title	Publisher / Year	
		1.	Santa, Mijalche	Learning organisation review – a “good” theory perspective.	The Learning Organization journal volume 22 issue 5 / 2015	

		2.			
		3.			
		4.			
		5.			
		6.			
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year
		1.	Santa, Mijalche, Viktor Stojkoski, Marko Josimovski, Igor Trpevski, and Ljupco Kocarev.	Robust Determinants of Companies' Capacity to Innovate: A Bayesian Model Averaging Approach.	Technology Analysis & Strategic Management/ 2019
		2.	Santa, Mijalche & Nurcan, Selmin	Learning organization modelling patterns.	Knowledge Management Research & Practice journal / 2015
	12.3.	Proof of at least three international meetings' participation in the past four years			
		No.	Authors	Title	International Meeting/ Conference
		1.	Santa, Mijalche, and Geert Poels	Atlas Framework for Integral Enterprise Modelling - Instantiation for Dynamic Capabilities Modelling	European Conference on Information Systems
		2.	Santa, Mijalche, and Anita Ciunova Shuleska	Is Facebook A Ride-Sharing Platform? Exploration Through Affordance Theory	eBled Conference - Humanizing Technology for a Sustainable Society
		3.			

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis		
1.	Name and surname	Kiril Postolov		
2.	Date of birth	18.4.1968.		
3.	Scientific degree/ Title	Ph.D.		
4.	Title of scientific degree	Full professor		
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution
		B.Sc.	1992	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
		M.Sc.	1999	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
		Ph.D.	2006	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit
		Social Science	Organizational Science	MBA Management
7.	Area, field and area of doctoral degree	Area	Field	Unit
		Social Science	Organizational Science	Business Management
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution	Academic title and area	
		Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	Full professor in Business Management	
9.	List of courses that the teacher is lecturing separately for first, second and third cycle			
	9.1.	List of subjects that the teacher is lecturing in the first cycle		
		No.	Subject	Study program/institution
		1.	Theory of Organization	Elective on all study programs, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
		2.	Operations Management	Management, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
		3.	Theory of Organization	PRIVATE AND CORPORATIVE SAFETY, Faculty of Philosophy
		4.	Economics of Organization	PRIVATE AND CORPORATIVE SAFETY, Faculty of Philosophy
		5.		
		6.		
	9.2.	List of subjects that the teacher is lecturing in the second cycle		
		No.	Subject	Study program/institution
		1.	Theory of Organization	MBA-Management/ Strategic Human Resources Management Faculty of Economics-Skopje, University of Ss. Cyril and Methodius,
		2.	Operations Management	Human Resource Management, Institute for social , political and legal research, Skopje
	9.3.	List of subjects that the teacher is lecturing in the third cycle		
		No.	Subject	Study program/institution
		1.	Operations Management	Organizational sciences, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
		2.	Economics of Enterprise	Economic sciences, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
		3.	Crisis Management	Economic sciences, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius
	10.	Selected work in the past five years		
10.1.	Relevant scientific printed paper (up to 5)			

		No.	Authors	Title	Publisher / Year	
		1.	ANGELOVSKA, N., PULEVSKA IVANOVSKA, L., POSTOLOV, K., JOSIMOVSKI, S.	Modern entrepreneurship as a factor for success in the operation of tourism enterprises	Innovations and Education, March 23-25, 2016, Prague, Central Bohemia University, Unicorn College,	
		2.	PETREVSKA, I. MELOSKA, Z., POSTOLOV, K	Cefta agreement and opportunities for wood furniture export of the Republic of Macedonia	Drvna industrija, Scientific journal of wood technology, Zagreb, Bol. 67, 6p. 1, 43-52, 2016.	
		3.	POSTOLOV,K., MILENKOVIC, I., MILENKOVIC, D., JANESKA ILIEV, A.	Influence of Market Values of Enterprise on Objectivity of the Altman Z-Model in the Period 2006-2012: Case of the Republic of Macedonia and Republic of Serbia	Journal of Central Banking Theory and Practice, Volume 5, Number 3, centralna banka Crne Gore, 2016, 47-59	
		4.	POSTOLOV, K., MAGDINCEVA SOPOVA, M., JANESKA ILIEV, A.	E-learning in the hands of generation Y and Z,	Business&Entrepreneurial conference 2017, 24-26 May 2017, Brijuni, National Park, Croatia	
		5.	VUKOVIC, K., KEDMENEK, I. POSTOLOV, K., JOVANOVSKE, K.	The role of bonding and bridging cognitive social capital in shaping entrepreneurial intention in transition economies	Management : journal of contemporary management issues, Vol.22 No.1 Lipanj 2017., pp. 1-34, Split	
	10.2.	Participation in scientific national and international projects (up to 5)				
		No.	Authors	Title	Publisher / Year	
		1.				
		2.				
		3.				
		4.				
	10.3.	Printed books in the last five years (up to 5)				
		No.	Authors	Title	Publisher / Year	
		1.				
		2.				
		3.				
		4.				
	10.4.	Printed professional papers in the last 5 years (up to 5)				
		No.	Authors	Title	Publisher / Year	
		1.				
		2.				
		3.				
		4.				
		5.				
		6.				
	11.	Supervision (mentorship) of undergraduate, master and doctoral studies students				
		11.1.	Undergraduate		30	
11.2.		Master		10		
11.3.		Doctoral		3		
12.	Selected results in the last five years					
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art.136 (8) from the Law on Higher Education)				
		No.	Authors	Title	Publisher / Year	

		1.	ANGELOVSKA, N., PULEVSKA IVANOVSKA, L., POSTOLOV, K., JOSIMOVSKI, S.	Modern entrepreneurship as a factor for success in the operation of tourism enterprises	Innovations and Education, March 23-25, 2016, Prague, Central Bohemia University, Unicorn College,
		2.	PETREVSKA, I. MELOSKA, Z., POSTOLOV, K	Cefta agreement and opportunities for wood furniture export of the Republic of Macedonia	Drvna industrija, Scientific journal of wood technology, Zagreb, Бол. 67, бр. 1, 43-52, 2016.
		3.	POSTOLOV, K., MILENKOVIC, I., MILENKOVIC, D., JANESKA ILIEV, A.	Influence of Market Values of Enterprise on Objectivity of the Altman Z-Model in the Period 2006-2012: Case of the Republic of Macedonia and Republic of Serbia	Journal of Central Banking Theory and Practice, Volume 5, Number 3, centralna banka Crne Gore, 2016, 47-59
		4.	POSTOLOV, K., MAGDINCEVA SOPOVA, M., JANESKA ILIEV, A.	E-learning in the hands of generation Y and Z,	Business&Entrepreneurial conference 2017, 24-26 May 2017, Brijuni, National Park, Croatia
		5.	VUKOVIC, K., KEDMENEK, I. POSTOLOV, K., JOVANOVSKE, K.	The role of bonding and bridging cognitive social capital in shaping entrepreneurial intention in transition economies	Management : journal of contemporary management issues, Vol.22 No.1 Lipanj 2017., pp. 1-34, Split
		6.	IRENA KEDMENEK; DIJANA OREŠKI; KSENIJA VUKOVIĆ; KIRIL POSTOLOV; KIRIL JOVANOVSKE	Decision Tree Modelling FOR Entrepreneurial Intention	The 11 th Mutidisciplinary Academic Conference, Prague, 2017, pp. 161-170
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year
		1.	PETREVSKA, I. MELOSKA, Z., POSTOLOV, K	Cefta agreement and opportunities for wood furniture export of the Republic of Macedonia	Drvna industrija, Scientific journal of wood technology, Zagreb, Бол. 67, бр. 1, 43-52, 2016.
	12.3.	2.	VUKOVIC, K., KEDMENEK, I. POSTOLOV, K., JOVANOVSKE, K.	The role of bonding and bridging cognitive social capital in shaping entrepreneurial intention in transition economies	Management : journal of contemporary management issues, Vol.22 No.1 Lipanj 2017., pp. 1-34, Split
		Proof of at least three international meetings' participation in the past four years			
		No.	Authors	Title	International Meeting/Conference
		1.			
		2.			
		3.			

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis		
1.	Name and surname	Leonid Nakov		
2.	Date of birth	31.5.1975		
3.	Scientific degree/ Title	Ph.D.		
4.	Title of scientific degree	Full Professor		
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution
		B.Sc.	1997	Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		M.Sc.	2004	Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		Ph.D.	2009	Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit
		Social sciences	Organizational sciences and Management	Business Management
7.	Area, field and area of doctoral degree	Area	Field	Unit
		Social sciences	Organizational sciences and Management	Business Management
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution		Academic title and area
		Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje		Full Professor, Business Management
9.	List of courses that the teacher is lecturing separately for first, second and third cycle			
	9.1.	List of subjects that the teacher is lecturing in the first cycle		
		No.	Subject	Study program/institution
		1.	Fundamentals of Management	Management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		2.	Change Management	Management / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		3.	Business Ethics	Management / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		4.	Fundamentals of Management	Private and Corporate Security/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		5.	Business Management	Private and Corporate Security / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
		6.		
	9.2.	List of subjects that the teacher is lecturing in the second cycle		
		No.	Subject	Study program/institution
		1.	Management	MBA Management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
2.		Change Management	MBA Management; Strategic Human Resource Management / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	

		3.	Business Ethics	Strategic Human Resource Management / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
	9.3.	List of subjects that the teacher is lecturing in the third cycle			
		No.	Subject	Study program/institution	
		1.	Scientific-research ethics with fields and applications in the area of economic sciences/ organizational sciences and management	Economic sciences/ Organizational sciences and management/Statistics / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		2.	Business Management	Organizational sciences and management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		3.	Change Management	Organizational sciences and management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		4.	Business Ethics	Organizational sciences and management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		5.	Managing in times of crises	Economic sciences / Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
10.	Selected work in the past five years				
	10.1.	Relevant scientific printed paper (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Leonid Nakov, Igor Ivanovski	“Business ethical behavior as a critical factor in HR change transformational models in the insurance industry – the case of Republic of N. Macedonia”	Dynamic Relationships Management Journal, 2019, Scopus
		2.	Mustafa Naim, Leonid Nakov & Xhavit Islami	“The impact of Organizational Changes on increasing SME’s competitiveness”	Acta Universitatis Danubius, Vol.15, No.2 / 2019
		3.	Leonid Nakov, Igor Ivanovski	“Managing the learning capacity of organizational culture in relation to organizational commitment – Methodological and empirical overview“	Management of Organizations: Systematic Research, Vol. 80 / 2018
		4.	Leonid Nakov, Igor Ivanovski	“The Potential of the Developing Model of Organizational Health for the Growth of the Insurance Industry”	Essays in Economics and Business Studies Vol. 1 / 2017
		5.	Ljubomir Drakulevski, Leonid Nakov	“Creating and developing the concept of Business Integrity”	International Journal of Strategic Management, Vol.21, No.2 / 2016
	10.2.	Participation in scientific national and international projects (up to 5)			
	No.	Authors	Title	Publisher / Year	

	1.	Center for Economic Researches, Faculty of Economics – Skopje, UKIM	<i>“Organizing acceleration for high-potential innovative SME’s”- “Gazelle, Investment Priority: Supporting the capacity of SMEs to grow in regional, national and international markets, and to engage innovation processes</i> International scientific – research project, Project Coordinator	INTERREG V-B BALKAN MEDITERRANEAN Project Line / 2019 – 2021
	2.	Center for Economic Researches, Faculty of Economics – Skopje, UKIM	<i>“Quality Management and Competitiveness”</i> , Professional training project, Project Training Coordinator	University of Nagasaki, University of National and World Economy Sofia, Ss. Cyril and Methodius” University in Skopje - Faculty of Economics – Skopje, Skopje/2019
	3.	Faculty of Economics – Skopje, UKIM	<i>„Business – technological Accelerator UKIM“</i> , national applicative – research project, Mentor of pre-accelerating and accelerating program	UKIM Consortium, CEED Macedonia, Crimson Capital, Dimitar Stamboliev Foundation, RSM Auditing & Fund for innovation and technology development/ 2018-2020
	4.	Center for Economic Researches, Faculty of Economics – Skopje, UKIM	<i>“Joint Program for Sustainability Leadership”</i> , Project Consortium Coordinator	Erasmus+, KA2 – Cooperation for Innovation and the Exchange of Good Practices: Strategic partnerships in higher education / 2016-2018
	5.			
10.3.	Printed books in the last five years (up to 5)			
	No.	Authors	Title	Publisher / Year
	1.	/		
	2.			
	3.			
	4.			
10.4.	Printed professional papers in the last 5 years (up to 5)			
	No.	Authors	Title	Publisher / Year
	1.	Leonid Nakov, Igor Ivanovski	<i>„Analysis of the Open Innovation model influence on Organizational Development”</i>	Annual of Faculty of Economics – Skopje, UKIM / 2018
	2.	Leonid Nakov, Igor Ivanovski	<i>„Liberalization of a third party liability Auto-insurance as a factor of the Insurance Market development in the Republic of Macedonia”</i>	Annual of Faculty of Economics – Skopje, UKIM / 2017
	3.	Leonid Nakov, Igor Ivanovski	<i>“Developing an applicative managerial capacity for modeling the organizational health”</i>	<i>Proceedings from MAC – MME Conference / 2016</i>
	4.			

	5.				
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students				
	11.1.	Undergraduate	51		
	11.2.	Master	23		
	11.3.	Doctoral	2		
12.	Selected results in the last five years				
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)			
		No.	Authors	Title	Publisher / Year
		1.	Leonid Nakov, Igor Ivanovski	<i>“Business ethical behavior as a critical factor in HR change transformational models in the insurance industry – the case of Republic of N. Macedonia”</i>	Dynamic Relationships Management Journal, Scopus / 2019
		2.	Mustafa Naim, Leonid Nakov & Xhavit Islami	<i>“The impact of Organizational Changes on increasing SME’s competitiveness”</i>	Acta Universitatis Danubius, Vol.15, No.2 / 2019
		3.	Leonid Nakov, Igor Ivanovski	<i>“Managing the learning capacity of organizational culture in relation to organizational commitment – Methodological and empirical overview“</i>	Management of Organizations: Systematic Research, Vol. 80 / 2018
		4.	Leonid Nakov, Igor Ivanovski	<i>“The Potential of the Developing Model of Organizational Health for the Growth of the Insurance Industry”</i>	Essays in Economics and Business Studies Vol. 1 / 2017
		5.	Leonid Nakov, Igor Ivanovski	<i>“The Intermediaries as a Business engine of the insurance industry – the Transformative influence of the Change Management?“</i>	Some Studies of Economics Changes, Vol. 1 / 2016
		6.	Ljubomir Drakulevski, Leonid Nakov	<i>“Creating and developing the concept of Business Integrity”</i>	International Journal of Strategic Management, Vol.21, No.2 / 2016
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year
		1.	Leonid Nakov, Igor Ivanovski	<i>“Business ethical behavior as a critical factor in HR change transformational models in the insurance industry – the case of Republic of N. Macedonia”</i>	Dynamic Relationships Management Journal, Scopus / 2019
		2.	Ljubomir Drakulevski, Leonid Nakov	<i>“Organizational Flexibility and Change for Managing the Business Continuity”</i>	Economic and Social Development, Vol.1, Web of Science / 2015
	12.3.	Proof of at least three international meetings’ participation in the past four years			
		No.	Authors	Title	International Meeting/ Conference
					Year

		1.	Leonid Nakov	<i>Enhancing Innovative Cultures Through Entrepreneurship: Innovative Education for Non-Business Students and Founders of Start-Ups, Scale-Ups and High-Growth Businesses, Expert Panel Discussion</i>	World Business Angels Investment Forum (WBAF) Annual Congress. Istanbul, Turkey	2019
		2.	Ljubomir Drakulevski, Leonid Nakov, Igor Ivanovski	<i>“Managerial influence of the Model of Open Innovation towards Organizational Development: Comparative analyses from the advanced national economies“</i>	CIK-MIT Conference 2017, MIT, Boston, USA	2017
		3.	Leonid Nakov, Vlado Dimovski, Sreten Miladinovski, Igor Ivanovski	<i>“Managing Complementary Changes at Key success factors for Sustainable Development within the OBOR Initiative”</i>	3 rd China – CEE conference <i>“The Role of Human Capital in the One Belt – One Road Initiative”</i>	2017

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis		
1.	Name and surname	Stojan Debarlliev		
2.	Date of birth	06.12.1979		
3.	Scientific degree/ Title	Ph.D.		
4.	Title of scientific degree	Organizational Sciences and Management		
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution
		B.Sc.	2002	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		M.Sc.	2007	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		Ph.D.	2011	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit
		Social Sciences	Organizational Sciences and Management	Business Management
7.	Area, field and area of doctoral degree	Area	Field	Unit
		Social Sciences	Organizational Sciences and Management	Business Management
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution		Academic title and area
		Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje		Associate Professor Business management
9.	List of courses that the teacher is lecturing separately for first, second and third cycle			
	9.1.	List of subjects that the teacher is lecturing in the first cycle		
		No.	Subject	Study program/institution
		1.	Principles of Management	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		2.	Business Planning	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
		3.	Entrepreneurship	Faculty of Economics-Skopje, Ss. Cyril and Methodius University in Skopje
	9.2.	List of subjects that the teacher is lecturing in the second cycle		
		No.	Subject	Study program/institution
		1.	International Human Resource Management	Strategic Human Resource Management – Faculty of Economics-Skopje
		2.	New Venture and Entrepreneurship	MBA Management – Faculty of Economics-Skopje Strategic Human Resource Management – Faculty of Economics-Skopje
		3	Corporate Governance	MBA Management – Faculty of Economics-Skopje Strategic Human Resource Management – Faculty of Economics-Skopje Corporate Financial Management– Faculty of Economics-Skopje
		4	Financing Entrepreneurial Businesses	Corporate Financial Management– Faculty of Economics-Skopje

	9.3.	List of subjects that the teacher is lecturing in the second cycle			
		No.	Subject	Study program/institution	
		1.	Innovation and Entrepreneurship	Organizational Sciences and Management Economic Sciences	
		2.	Business Planning	Organizational Sciences and Management	
10.	Selected work in the past five years				
	10.1.	Relevant scientific printed paper (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Debarliev, S., Janeska-Iliev, A., Ilieva, V.	The Status Quo Bias of Students and Reframing as an Educational Intervention towards Entrepreneurial Thinking and Change Adoption	<i>Economic and Business review</i> , 22 (3), 2020
		2.	Janeska-Iliev, A., Debarliev, S.	Entrepreneurial Intention and Effective Integration of Young People with Lower Economics Status in Inclusive Business Models	<i>Management Research and Practice</i> , 12(1), 2020
		3.	Suklev, B., Debarliev, S., and Drakulevski, L.	Structuring Corporate Boards: Some Facts and Determinants from the Macedonian Setting	<i>Central European Management Journal</i> , 28(1), pp.57-82, 2020
		4.	Jovanoska, A., Drakulevski, L., and Debarliev, S.	“Changing Organizational Culture by Promoting Values that Encourage Teamwork”	<i>Eurasian Journal of Business and Management</i> , 8(2), pp.94-105, 2020
		5.	Debarliev, S., Brzovska, E. and Janeska – Iliev A.	HR branding and the potential value: Empirical evidence and practical implications	<i>Dynamic Relationships Management Journal</i> , Vol. 8, No 1, pp.41-53, 2019
	10.2.	Participation in scientific national and international projects (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.		<u>Organizing acceleration for high-potential innovative SME’s, “Gazelle</u>	(Interreg v-b) Balkan Mediterranean, 2020
		2.		Joint Program for Sustainability Leadership	Erasmus+, programme KA2 – Cooperation for Innovation and the Exchange of Good Practices: Strategic partnerships in higher education, 2016-2018
		3.		GLOBE 2020 (The global leadership and organizational behavior effectiveness project)	<u>GLOBE, 2020</u>

		4.		Quality Management and Competitiveness,	<u>Japan International Cooperation Agency – JICA, Nagasaki University, Japan, University of National and World Economy (UNWE), and Ss. Cyril and Methodius University in Skopje, 2019</u>	
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students					
	11.1.	Undergraduate			107	
	11.2.	Master			21	
	11.3.	Doctoral			3	
12.	Selected results in the last five years					
		No.	Authors	Title	International Meeting/ Conference	Year
		1.	Janeska – Iliev, A., Debarliev, S., Drakulevski, Lj.	Building up the base for entrepreneurship: The meaning of university in the entrepreneurial ecosystem	Economic and Business Trends Shaping the Future, International Scientific Conference, Skopje, 12-13 November	2020
		2.	Debarliev, S., Brzovska, E. and Janeska–Iliev, A.	HR branding and the potential value: empirical evidence and practical implications	MHRO18 - Jubilee Conference of the 5th Anniversary of the Strategic Human Resource Management Master Studies, 4-5 October	2019
			Debarliev, S., Janeska–Iliev, A. and Ilieva, V.	The status quo bias and re-framing as a strategic intervention towards debiasing	New Developments in Entrepreneurial Process Research, University of Seville (Faculty of Economics and Business Sciences University of Seville) and ECSB (European Council for Small Business and Entrepreneurship, Seville, Spain 22-23 April	2019

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis			
1.	Name and surname	Nikola Levkov			
2.	Date of birth	05/12/1980			
3.	Scientific degree/ Title	PhD			
4.	Title of scientific degree	Associate professor			
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution	
		B.Sc.	2003	Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		M.Sc.	2009	Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		M.Sc.	2011	Faculty of Economics and Business, KU Leuven, Belgium	
		Ph.D.	2015	Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit	
		Knowledge management	Knowledge based organizations	Management information systems	
7.	Area, field and area of doctoral degree	Area	Field	Area	
		Social Sciences	Organizational sciences and Management	Management information systems	
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution	Academic title and area		
		Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	Associate professor Business management		
9.	List of courses that the teacher is lecturing separately for first, second and third cycle				
9.1.	List of subjects that the teacher is lecturing in the first cycle	No.	Subject	Study program/institution	
		1.	Management information systems	Management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		2.	Business communication	Management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
		3.	Theory of decision making	Management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
	9.2.	List of subjects that the teacher is lecturing in the second cycle	No.	Subject	Study program/institution
			1.	Management information systems	Strategic human resource management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje
			2.	Knowledge management	Strategic human resource management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje

		3.	Developing Professional Employability Skills	Strategic human resource management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
	9.3.	List of subjects that the teacher is lecturing in the third cycle			
No.		Subject	Study program/institution		
1.		Management information systems	Strategic human resource management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje		
2.		Business communication	Strategic human resource management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje		
		3.	Theory of decision making	Strategic human resource management/ Faculty of Economics – Skopje, Ss. Cyril and Methodius University in Skopje	
10.	Selected work in the past five years				
	10.1.	Relevant scientific printed paper (up to 5)			
No.		Authors	Title	Publisher / Year	
1.		N Levkov, N Palamidovska –Sterjadovska, A Ciunova - Suleska	Service quality, customer satisfaction and loyalty: An empirical analysis of the Macedonian retail banking sector	Proceedings of 33rd EBES – Eurasia Business and Economic Society CONFERENCE 2020	
2.		N Levkov, M Santa, A Turan	The moderating role of help-seeking behavior of IT professionals – A guest for looking at independent variables	GITMA – Conference proceedings of the 19th Global Information Technology Management Association (GITMA) World Conference 2020 - Digital Entrepreneurship, Innovation and Transformation /2020	
3.		N Levkov, N Palamidovska –Sterjadovska, (2019)	Corporate Social Responsibility Communication in Western Balkans Banking Industry: A Comparative Study Management Research and Practice 11 (3), 18-30	Management Research and Practice/2019	
4.		N Levkov, M Trpkova-Nestorovska	Antecedents of Management Innovation - A Case of Companies from Western Balkan Countries, CEA - Journal of Economics 14 (1), 63-78	CEA - Journal of Economics/2019	
5.		N Levkov	Dynamic social alignment on operational level and organisational performance, International Journal of Information Systems and Change Management 10 (1), 16-39	International Journal of Information Systems and Change Management/2018	
		10.2.	Participation in scientific national and international projects (up to 5)		
No.	Authors		Title	Publisher / Year	

		1.	Nikola Levkov – country investigator	World It Project, The: Global Issues In Information Technology	2016-2020
		2.			
		3.			
		4.			
		5.			
	10.3.	Printed books in the last five years (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	N Levkov, M Santa, T Jacks, AH Turan	Information Technology Issues in Republic of Macedonia	2020/World Scientific Book Chapters, 249-265
		2.			
		3.			
		4.			
		5.			
	10.4.	Printed professional papers in the last 5 years (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.			
		2.			
		3.			
		4.			
		5.			
	11.	Supervision (mentorship) of undergraduate, master and doctoral studies students			
11.1.		Undergraduate	22		
11.2.		Master	5		
11.3.		Doctoral	/		
12.	Selected results in the last five years				
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)			
		No.	Authors	Title	Publisher / Year
		1.	N Levkov, N Palamidovska – Sterjadovska, A Ciunova - Suleska	Service quality, customer satisfaction and loyalty: An empirical analysis of the Macedonian retail banking sector	Proceedings of 33rd EBES – Eurasia Business and Economic Society CONFERENCE 2020
	2.	N Levkov, M Santa, A Turan	The moderating role of help-seeking behavior of IT professionals – A guest for looking at independent variables	GITMA – Conference proceedings of the 19th Global Information Technology Management Association (GITMA) World Conference 2020 - Digital Entrepreneurship, Innovation and Transformation /2020	

		3.	N Levkov, N Palamidovska – Sterjadovska, (2019)	Corporate Social Responsibility Communication in Western Balkans Banking Industry: A Comparative Study Management Research and Practice 11 (3), 18-30	Management Research and Practice/2019
		4.	N Levkov, M Trpkova-Nestorovska	Antecedents of Management Innovation - A Case of Companies from Western Balkan Countries, CEA - Journal of Economics 14 (1), 63-78	CEA - Journal of Economics/2019
		5.	N Levkov, M Trpkova-Nestorovska	Determinants of life-expectancy: analysis of Southeastern European countries, KNOWLEDGE-International Journal 31 (1), 193-198	KNOWLEDGE-International Journal/2019
		6.	N Levkov	Dynamic social alignment on operational level and organisational performance, International Journal of Information Systems and Change Management 10 (1), 16-39	International Journal of Information Systems and Change Management/2018
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year
		1.	N Levkov	Dynamic social alignment on operational level and organisational performance, International Journal of Information Systems and Change Management 10 (1), 16-39	International Journal of Information Systems and Change Management/2018
		2.	Borce Trenovski; Ilina Mangova; Nikola Levkov	The level of fiscal transparency and accountability of budget users - evidence from Macedonia, Int. J. of Public Policy, 2016 Vol.12, No.3/4/5/6, pp.210 – 242	Int. J. of Public Policy/2016
	12.3.	Proof of at least three international meetings' participation in the past four years			
		No.	Authors	Title	International Meeting/Conference Year
		1.	N Levkov, N Palamidovska – Sterjadovska, A Ciunova - Suleska	Service quality, customer satisfaction and loyalty: An empirical analysis of the Macedonian retail banking sector	EBES – Eurasia Business and Economic Society CONFERENCE 2020

		2.	N Levkov, M Santa, A Turan	The moderating role of help- seeking behavior of IT professionals – A guest for looking at independent variables	GITMA – Conference proceedings of the 19th Global Information Technology Management Association (GITMA) World Conference 2020 - Digital Entrepreneurship, Innovation and Transformation	2020
		3.	N Levkov, M Santa, T Jacks, AH Turan	Information Technology Issues in Republic of Macedonia, World Scientific Book Chapters, 249-265	Meetings within the World IT Project, The: Global Issues In Information Technology	2016-2020

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis				
1.	Name and surname	Violeta Cvetkoska				
2.	Date of birth	07/19/1984				
3.	Scientific degree/ Title	Ph.D.				
4.	Title of scientific degree	Associate professor				
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution		
		B.Sc.	2007	Ss. Cyril and Methodius University in Skopje, Faculty of Economics-Skopje		
		M.Sc.	2010	University of Belgrade, Faculty of Organizational Sciences		
		Ph.D.	2013	Ss. Cyril and Methodius University in Skopje, Faculty of Economics-Skopje		
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit		
		Social Sciences	Organizational Sciences	Business Management		
7.	Area, field and area of doctoral degree	Area	Field	Unit		
		Social Sciences	Organizational Sciences	Business Management		
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution		Academic title and area		
		Ss. Cyril and Methodius University in Skopje, Faculty of Economics - Skopje		Associate Professor Business management and applied economics		
9.	List of courses that the teacher is lecturing separately for first, second and third cycle					
	9.1.	List of subjects that the teacher is lecturing in the first cycle				
		No.	Subject	Study program/institution		
		1.	Operational Research	Core course at the Department Management/Faculty of Economics - Skopje		
		2.	Fundamental of Business Analytics	Elective course/Faculty of Economics - Skopje		
		3.	Mathematics for Economists	Core course/ Faculty of Economics - Skopje		
	9.2.	List of subjects that the teacher is lecturing in the second cycle				
		No.	Subject	Study program/institution		
		1.	Quantitative Methods for Financial Management	Corporate Financial Management/Faculty of Economics- Skopje		
		9.3.	List of subjects that the teacher is lecturing in the third cycle			
			No.	Subject	Study program/institution	
	1.		Operational Research	Organizational Sciences and Economic Sciences/ Faculty of Economics - Skopje		
	10.	10.1.	Selected work in the past five years			
			Relevant scientific printed paper (up to 5)			
	No.	Authors	Title	Publisher / Year		

		1.	Terek, Edit; Mitic, Sinisa; Cvetkoska, Violeta; Vukonjanski, Jelena; Nikolic, Milan	The Influence of Information Technology on Job Satisfaction and Organizational Commitment in Companies in Serbia	Dynamic Relationship Management Journal / 2018
		2.	Fotova Cikovic, Katerina; Cvetkoska, Violeta	Efficiency of the Macedonian Banking Sector: A Non-Parametric Approach	CEA Journal of Economics / 2017
		3.	Cvetkoska, Violeta; Iliev, Filip	How to Choose your Next Top Salesperson: Multiple-Criteria Approach	Business Systems Research Journal / 2017
		4.	Cvetkoska, Violeta	A Survey of the Use of Operational Research in Decisions Made by Micro, Small and Medium-Sized Enterprises in Macedonia	Croatian Operational Research Review / 2016
		5.	Naumovska, Elena; Cvetkoska, Violeta	Efficiency of the Macedonian Banking Sector	Yugoslav Journal of Operations Research / 2016
	10.2.	Participation in scientific national and international projects (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Fiti, Taki; Petrevski, Goran; Filipovski, Vladimir; Trenovski, Borce; Tashevska, Biljana; Trpeski, Predrag; Cvetkoska, Violeta; Antovska, Marica	Fiscal Multipliers – The Case of the Republic of Macedonia	Macedonian Academy of Sciences and Arts / 2014-2017
		2.	Cvetkoska, Violeta (Member of the Team)	Management and Leadership Development Needs in Dynamically Changing Societies	CEEMAN, 2017
		3.	Nenovska, Nena; Cvetkoska, Violeta; Naumovski, Toni	Citizens for Change	Civica Mobilitas / 2016-2018
		4.	Cvetkoska, Violeta (Member of the Team)	Hidden Champions in Dynamically Changing Societies and their Management and Leadership Development Needs	CEEMAN and IEDC-Bled School of Management / 2018
		5.	Cvetkoska, Violeta (Member of the Team)	Organizing acceleration for high-potential innovative SME's"- "Gazelle"- (INTERREG V-B) BALKAN MEDITERRANEAN)	2019-2020
	10.3.	Printed books in the last five years (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Cvetkoska, Violeta	Applying Multi-Criteria Decision-Making Methods in Banking (in Macedonian)	Magor / 2018

		2.	Fiti, Taki; Petrevski, Goran; Filipovski, Vladimir; Trenovski, Borce; Tashevska, Biljana; Trpeski, Predrag; Cvetkoska, Violeta; Antovska, Marica	Macroeconomic Effects of Fiscal Policy in the Republic of Macedonia (in Macedonian)	Macedonian Academy of Sciences and Arts / 2017
	10.4.	Printed professional papers in the last 5 years (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	Naumovski, Toni; Cvetkoska, Violeta; Georgieva, Lidija	Applying the Methodology Data Envelopment Analysis in the Defence Sector: Literature Review	Contemporary Macedonian Defense / 2017
		2.	Cvetkoska, Violeta	Student Perceptions Regarding the Mind Map Application in Mathematical Education	IRENET / 2017
		3.	Cvetkoska, Violeta	The Role of Operational Research in Managerial Decision-Making	University of Novi Sad, Technical Faculty "Mihajlo Pupin" / 2017
		4.	Cvetkoska, Violeta	Universities' Efficiency Analysis: Literature Review of DEA Application	Faculty of Economics – Skopje / 2017
		5.	Georgieva, Lidija; Naumovski, Toni; Cvetkoska, Violeta	DEA Applications in the Defense Sector	Medija Centar "ODBRANA", 2016
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students				
	11.1.	Undergraduate		102	
	11.2.	Master		2	
	11.3.	Doctoral		/	
12.	Selected results in the last five years				
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)			
		No.	Authors	Title	Publisher / Year
		1.	Cvetkoska, Violeta; Barisic, Petra	Analyzing the Efficiency of Travel and Tourism in the European Union	Springer / 2020
		2.	Cvetkoska, Violeta; Ivanovska, Nika	Multi-Criteria Decision Model for Selecting the Best IT Employee of the Year	SYM-OP-IS 2019 / 2019
		3.	Cvetkoska, Violeta; Radinovic, Bojana	The Phenomenon of the Negative Interest Rates with a Special Review of the Macedonian Banking Sector	SYM-OP-IS 2017 / 2017
		4.	Cvetkoska, Violeta; Iliev, Filip	Criteria of Successful Career in Sales: Sales Managers' Perspective	IRENET / 2016
		5.	Georgieva, Lidija; Naumovski, Toni; Cvetkoska, Violeta	Measuring the Efficiency of Participating Countries in NATO-Led Mission in Afghanistan, ISAF: Non-Parametric Approach	Medija Centar "ODBRANA", 2016
		6.	Cvetkoska, Violeta; Begicevic-Redzep, Nina	Applying the Analytic Hierarchy Process to Rank City-Branches	Faculty of Organizational Sciences / 2016
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year

		1.	Cvetkoska, Violeta; Savic, Gordana	Efficiency of Bank Branches: Empirical Evidence from a Two-Phase Research Approach	Economic Research- Ekonomska istrazivanja / 2017
12.3.	Proof of at least three international meetings' participation in the past four years				
	No.	Authors	Title	International Meeting/ Conference	Year
	1.	Kaftandzieva, Tamara; Cvetkoska, Violeta	How Young Population Makes Personal Finance Decisions? Evidence from North Macedonia	ISAHP, Web Conference, Pittsburgh, Pennsylvania	2020
	2.	Ivanovska, Nika; Cvetkoska, Violeta	Investigating the Voluntary Employee Turnover in IT companies in the Republic of North Macedonia: A Delphi Approach	1 st International Conference "Economic and Business Trends Shaping the Future", Web Conference, Skopje, North Macedonia	2020
	3.	Dimitrievski, Dejan; Cvetkoska, Violeta	Delphi Method Application to find More Efficient Model for Evaluating the Performance of Administrative Servants	International May Conference on Strategic Management, Web Conference, Bor, Serbia	2020
	4.	Cvetkoska, Violeta	Skills of a Management Science Consultant: AHP Model through the Perspective of Senior Managers in a Developing Country	25 th International Conference on Multiple Criteria Decision Making, Istanbul, Turkey	2019
	5.	Cvetkoska, Violeta	Leadership in Hidden Champion Organizations: A Multi-Criteria Based Approach	First International Conference on "Hidden Champion in the Connected World", Hangzhou, China	2018
	6.	Cvetkoska, Violeta; Fotova Cikovic, Katerina	Evaluating the Efficiency of Commercial Banks by using DEA Window Analysis	KOI 2018, Zadar, Croatia	2018
	7.	Cvetkoska, Violeta	Operational Research in Private Companies: Senior Management View	XIII Balkan Conference on Operational Research: "OR in Balkans – Recent Advances", Belgrade, Serbia	2018

		8.	Cvetkoska, Violeta	Effects of OR Applications and Characteristics of OR Practitioners: An Empirical Study	29 th European Conference on Operational Research (EURO 2018), Valencia, Spain	2018
		9.	Eftimov, Ljupco; Cvetkoska, Violeta	Evaluation of Employee Performance by Using the Analytic Hierarchy Process	Silver Jubilee Conference of the 25 th Anniversary of the MBA Management Studies, Skopje	2017
		10.	Cvetkoska, Violeta	Applying Multi-Criteria Decision-Making Methods in Banking	XXI ELAVIO - Operations Research Summer School for Young Latin American Scholars, Buenos Aires	2017

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis				
1.	Name and surname	Dimitar Jovevski				
2.	Date of birth	20 July 1983				
3.	Scientific degree/ Title	Ph.D.				
4.	Title of scientific degree	Associate Professor				
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution		
		B.Sc.	2007	FONTYS University of Applied Science		
		M.Sc.	2011	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		Ph.D.	2014	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit		
		Social Sciences	Management	Business Management		
7.	Area, field and area of doctoral degree	Area	Field	Unit		
		Social Sciences	Management	Business Management		
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution	Academic title and area			
		Faculty of Economics-Skopje, SS. Cyril and Methodius University in Skopje	Associate Professors in Business Management			
9.	List of courses that the teacher is lecturing separately for first, second and third cycle					
	9.1.	List of subjects that the teacher is lecturing in the first cycle				
		No.	Subject	Study program/institution		
		1.	Internet Marketing	E-business/ Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		2.	Web Design	E-business/ Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		3.	Social Media Marketing	Marketing/ Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		4.	Techniques of Sales	Marketing/ Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		5.				
	9.2.	List of subjects that the teacher is lecturing in the second cycle				
		No.	Subject	Study program/institution		
		1.	Internet marketing application and tools	E-business management/ Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		2.	Internet marketing	Marketing/ Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		
		3.				
	9.3.	List of subjects that the teacher is lecturing in the third cycle				
		No.	Subject	Study program/institution		
		1.	N/A			
		10.1.	Relevant scientific printed paper (up to 5)			
			No.	Authors	Title	Publisher / Year
			1.	Martin Kiselicki, Saso Josimovski, Matea Kiselicka, Dimitar Jovevski	<i>Analysis of e-recruitment methods through SNWS, with special emphasis on the Republic of Macedonia</i>	Journal of sustainable development, vol. 8, issue 21 (2018), 3-18 udc: 336.747(4-672eu), pp. 19-35.
10.	Selected work in the past five years					

	2.	Dimitar Jovevski, Dragana Nikolovska, Snezana R. Jovanovska, Marina M. Belshoska	<i>Effects and benefits of the obligatory implementation of electronic public procurement system</i>	KNOWLEDGE – International Journal Vol. 22.1 Vrnjacka Banja, Serbia, March, 2018, ISSN 2545-4439 (printed) ISSN 1857-923X (e-version), pp.273-281.
	3.	Trenevska Blagoeva, K., Josimovski, S., Mijoska, M. and Jovevski, D	<i>Determinants of analytics usage to improve customer engagement in chosen Macedonian companies</i>	KNOWLEDGE – International Journal Vol. 22.1 Vrnjacka Banja, Serbia, March, 2018, ISSN 2545-4439 (printed) ISSN 1857-923X (e-version), pp.187-193
	4.	Josimovski Sasho, Jovevski Dimitar, Pulevska-Ivanovska Lidija, Cobanova Vaska	<i>Empirical evidence of success factors for mobile commerce adoption in the Republic of Macedonia using TAM-model</i>	<i>CEA Journal of Economics</i> , ISSN 1857-5250, UDK 33, Volume 9, Issue 2, December 2014, pp. 15-23
	5.	Josimovski S., & Jovevski D.	<i>Critical success factors on company's business performances through web-based social networks</i>	<i>17th edition of the CEA Journal of Economics</i> , ISSN 1857-5250, UDK 33, Volume 9, Issue 1, 2014
	10.2.	Participation in scientific national and international projects (up to 5)		
	No.	Authors	Title	Publisher / Year
	1.	Josimovski Sasho, Jovevski Dimitar, Pulevska-Ivanovska Lidija, Trenevska Blagoeva, K., Mijoska, M.	<i>Digitalization of business processes of companies in the Republic of Macedonia to improve efficiency and innovation</i>	Faculty of Economics-Skopje, SS. Cyril and Methodius University in Skopje
	2.			
	3.			
	4.			
	5.			
10.3.	Printed books in the last five years (up to 5)			
	No.	Authors	Title	Publisher / Year
	1.	N/A		
	2.			
	3.			
	4.			
	5.			
10.4.	Printed professional papers in the last 5 years (up to 5)			
	No.	Authors	Title	Publisher / Year
	1.	Dimitar Jovevski, Kalina T. Blagoeva	Loyalty programs success on social media- experience of the Republic of Macedonia	17th International Scientific Conference THE POWER OF KNOWLEDGE 27.09 - 30.09. 2018, Agia Triada, Thessaloniki, Greece.“Scientific Papers” Vol. 26.1, ISSN 2545-4439 (printed) ISSN 1857-923X (e-version), pp.111-117

		2.	Josimovski Sasho, Pulevska Ivanovska Lidija, Jovevski Dimitar, Sandev Zoran	Key business factors for companies' competitiveness through e-business implementation	7th International Scientific Conference "European Union Future Perspectives: Innovation, Entrepreneurship and Economic Policy" Conference Proceedings pp. 152-161, 2017 (on CD-ROM)
		3.			
		4.			
		5.			
		6.			
11.	Supervision (mentorship) of undergraduate, master and doctoral studies students				
	11.1.	Undergraduate		223	
	11.2.	Master		2	
	11.3.	Doctoral		N/A	
12.	Selected results in the last five years				
	12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art..136 (8) from the Law on Higher Education)			
		No.	Authors	Title	Publisher / Year
		1.			
		2.			
		3.			
		4.			
		5.			
		6.			
	12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years			
		No.	Authors	Title	Publisher / Year
		1.	N/A		
		2.			
	12.3.	Proof of at least three international meetings' participation in the past four years			
		No.	Authors	Title	International Meeting/Conference Year
		1.	Jovevski, D., Ristevska J.S., Spirova, S.	The impact and the implementation of internet marketing strategies in power tools companies in Republic of Macedonia	3th International Scientific Conference on Economics and Management – EMAN, Ljubljana, Slovenia 2019
		2.	Jovevski, D., Trenevski Blagoeva, K and Mijoska, M	Big data adoption in selected companies of the retail sector in the Republic of Macedonia	19th International Conference – KNOWLEDGE IN PRACTICE – KIP, Bulgaria 2018
		3.	Jovevski, D., Ristevska J.S.	Digital marketing usage in SME'S in Macedonia, an Empirical studie	10th Annual International Conference - Theoretical and empirical aspects of economic science – 60 years of challenges and opportunities, Belgrade, Serbia 2018

Annex 4		Information about the teachers that lecture at the first, second and third study program and are mentors on the doctoral thesis			
1.	Name and surname	Aleksandra Janeska-Iliev			
2.	Date of birth	18.08.1983			
3.	Scientific degree/ Title	Ph.D.			
4.	Title of scientific degree	Associate professor			
5.	Institution and years for obtainment of scientific degree	Education	Year	Institution	
		B.Sc.	2007	Fontys, University of professional Education, Eindhoven, The Netherlands	
		M.Sc.	2008	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
		Ph.D.	2015	Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
6.	Area, field and particular specialty of master of science degree	Area	Field	Unit	
		Social sciences	Organizational sciences	Business management	
7.	Area, field and area of doctoral degree	Area	Field	Unit	
		Social sciences	Organizational sciences	Business management	
8.	If employed, name of employment institution and the academic title and area in which is named	Employment institution		Academic title and area	
		Faculty of Economics-Skopje, University of Ss. Cyril and Methodius		Associate professor Business management	
9.	List of courses that the teacher is lecturing separately for first, second and third cycle				
	9.1.	List of subjects that the teacher is lecturing in the first cycle			
		No.	Subject	Study program/institution	
		1.	Organizational behavior	Elective on all study programs, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
		2.	Small business management	Management, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
		3.			
		4.			
		5.			
	9.2.	List of subjects that the teacher is lecturing in the second cycle			
		No.	Subject	Study program/institution	
		1.	Small business management	MBA-Management, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
		2.	Financing entrepreneurial businesses	Corporate financial management, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
	9.3.	List of subjects that the teacher is lecturing in the third cycle			
		No.	Subject	Study program/institution	
		1.	Small business management	Economic sciences, Organizational sciences and management, Faculty of Economics-Skopje, University of Ss. Cyril and Methodius	
		2.			
	10.	Selected work in the past five years			
10.1.		Relevant scientific printed paper (up to 5)			
		No.	Authors	Title	Publisher / Year

		1.	Debarliev, S., Janeska-Iliev, A., Stripeikis, O. and Zupan, B.,	“What can education bring to entrepreneurship? Formal versus non-formal education,”	Journal of Small Business Management, Taylor and Francis ,2020
		2.	Janeska-Iliev, A. Debarliev, S.	“Entrepreneurial intention and effective integration of young people with lower economics status in inclusive business models.”.	Management Research and Practice,2020
		3.	Debarliev, S., Brzovska, E. and Janeska–Iliev, A.	“HR branding and the potential value: empirical evidence and practical implications”,	Dynamic Relationship Management Journal Vol.8, No 1, pp.41-53 doi:10.17708/DRMJ.2019.v08n01a04, (2019),
		4.	Postolov, K., Milenkovic, , Milenkovic, D. and Iliev, A.J.,	Influence of Market Values of Enterprise on Objectivity of the Altman Z-Model in the Period 2006-2012: Case of the Republic of Macedonia and Republic of Serbia”,	Journal of Central Banking Theory and Practice, 5(3), pp.47-59.,2016
		5.	Debarliev, S., Janeska-Iliev, A., Bozinovska, T. and Ilieva, V.	“Antecedents of entrepreneurial intention: Evidence from developing country”,	Business and Economic Horizons, Vol.11, Issue 3. (2015),
	10.2.	Participation in scientific national and international projects (up to 5)			
		No.	Authors	Title	Publisher / Year
		1.	GLOBE studies	<u>GLOBE Project 2020 (The global leadership and organizational behavior effectiveness project)</u> <u>CCI(Country co-investigator);</u>	2020
		2.	Faculty of Economics , IEGE, Vytautas Magnus University, Faculty of Economics and Management in Kaunas, Lithuania, University of Ljubljana, Faculty of Economics, Ljubljana Slovenia	<u>International research project Joint Program for Sustainability Leadership, approved under the Erasmus + program, sub-program KA2 - Cooperation for Innovation and the Exchange of Good Practices: Strategic partnerships in higher education,</u>	2016

		3.	<u>Cooperation with the Japan International Cooperation Agency (JICA), University of Nagasaki, Japan, University of National and World Economy (UNWE), Sofia, Bulgaria and Faculty of Economics - Skopje, UKIM</u>	<u>International Scientific Research Project (Quality Management and Competitiveness)</u>	2019
		4.	Faculty of Economics - Skopje, UKIM, Chamber of commerce	International scientific research project "Organizing acceleration for high-potential innovative SME's", "Gazelle" - (INTERREG V-B) BALKAN MEDITERRANEAN 2014-2020	2014-2020
		5.			
		10.3.	Printed books in the last five years (up to 5)		
		No.	Authors	Title	Publisher / Year
		1.			
		2.			
		3.			
		4.			
		5.			
		10.4.	Printed professional papers in the last 5 years (up to 5)		
		No.	Authors	Title	Publisher / Year
		1.			
		2.			
		3.			
		4.			
		5.			
		6.			
		11.	Supervision (mentorship) of undergraduate, master and doctoral studies students		
		11.1.	Undergraduate	20	
		11.2.	Master	8	
		11.3.	Doctoral		
		12.	Selected results in the last five years		
		12.1.	For mentors of doctoral thesis: proof of published six scientific papers in relevant referent scientific publication (Art.136 (8) from the Law on Higher Education)		
		No.	Authors	Title	Publisher / Year
		1.	Debarliev, S., Janeska-Iliev, A., Stripeikis, O. and Zupan, B.,	"What can education bring to entrepreneurship? Formal versus non-formal education,"	Journal of Small Business Management, Taylor and Francis ,2020

		2.	Janeska-Iliev, A. Debarliev, S.	“Entrepreneurial intention and effective integration of young people with lower economics status in inclusive business models.”.	Management Research and Practice,2020
		3.	Debarliev, S., Brzovska, E. and Janeska-Iliev, A.	“HR branding and the potential value: empirical evidence and practical implications”,	Dynamic Relationship Management Journal Vol.8, No 1, pp.41-53 doi:10.17708/DRMJ.2019.v08n01a04, (2019),
		4.	Postolov, K., Milenkovic, , Milenkovic, D. and Iliev, A.J.,	Influence of Market Values of Enterprise on Objectivity of the Altman Z-Model in the Period 2006-2012: Case of the Republic of Macedonia and Republic of Serbia”,	Journal of Central Banking Theory and Practice, 5(3), pp.47-59.,2016
		5.	Debarliev, S., Janeska-Iliev, A., Bozinovska, T. and Ilieva, V.	“Antecedents of entrepreneurial intention: Evidence from developing country”,	Business and Economic Horizons, Vol.11, Issue 3. (2015),
		6.	Janeska-Iliev, A. and Debarliev, S.	Factors affecting growth of small business: The case of a developing country having experienced transition”,	(2015), European Scientific Journal, Vol.11, No.28, pp.1-28.
		12.2.	Proof of at least two printed scientific papers in international scientific journals that have impact factor in the related field in the past five years		
		No.	Authors	Title	Publisher / Year
		1.	Debarliev, S., Janeska-Iliev, A., Stripeikis, O. and Zupan, B.,	“What can education bring to entrepreneurship? Formal versus non-formal education,”	Journal of Small Business Management, Taylor and Francis ,2020
		2.			
		12.3.	Proof of at least three international meetings’ participation in the past four years		
		No.	Authors	Title	International Meeting/ Conference
		1.	Janeska-Iliev, A., Debarliev, S.,	“The status quo bias and re-framing as a strategic intervention towards debiasing,”	New Developments in Entrepreneurial Process Research, University of Seville (Faculty of Economics and Business Sciences University of Seville) and ECSB (European Council for Small Business and Entrepreneurship, Seville Spain
			Debarliev,S., Janeska – Iliev, A., Stripeikis, O., Zupan, B.,	“Can we make a difference in finding the path towards entrepreneurship? A cross-cultural study of entrepreneurial intentions”,	Cognitive perspectives & entrepreneurship, IPAG Business School, Paris, France
					2018

		2.	Petkovski, V., Drakulevski, Lj., Janeska-Iliev, Damoska-Sekuloska, J.	Building synergy between universities and Confucius institutes to strengthen the human capital capacities for the one belt one road cooperation - empirical evidence from Macedonia”	3rd China-CEE conference- The role of human capital in the one belt one road cooperation, 6-7 October ,2017, Ohrid	2017
		3.	Debarliev, S., Janeska-Iliev, A.	Entrepreneurial determinants shaping social entrepreneurship, Management challenges in solving the contemporary economic problems	Silver Jubilee Conference of the 25th Anniversary of the MBA Management Master Studies: Management Challenges in Solving the Contemporary Economic Problems “Faculty of Economics-Skopje , International scientific conference(book of abstracts), Skopje, University ss.Cyril and Methodius., Skopje.	2017

ANNEX NO. 5**List of teaching staff eligible to be mentors of the master's thesis in the second cycle of studies of the study program****Table 14.** List of teaching staff eligible to be mentors of the master's thesis in the second cycle of studies of the study program

No.	First and last name	Teaching and research, scientific or teaching position	Scientific field in which the teacher can be a mentor of a master's thesis
1	Prof. Predrag Trpeski PhD	Associate Professor	Economic Theory and Applied Economics
2	Prof. Ljupcho Eftimov PhD	Associate Professor	Business Management
3	Prof. Mijalche Santa PhD	Associate Professor	Business Management
4	Prof. Kiril Postolov PhD	Full Professor	Business Management
5	Prof. Leonid Nakov PhD	Full Professor	Business Management
6	Prof. Stojan Debarliev PhD	Full Professor	Business Management
7	Prof. Nikola Levkov PhD	Associate Professor	Business Management
8	Prof. Violeta Cvetkoska PhD	Associate Professor	Business Management and Applied Economics
9	Prof. Dimitar Jovevski PhD	Associate Professor	Business Management
10	Prof. Aleksandra Janeska Iliev PhD	Associate Professor	Business Management

ANNEXES

Annex No. 6

Diploma supplement



Faculty of Economics - Skopje

Diploma no.:

1. Information on diploma holder	
1.1. First Name	
1.2. Last Name	
1.3. Date, place and country of birth	
1.4. ID Number	
2. Information on acquired qualification	
2.1. Date of issuance	
2.2. Title of qualification	(in English) Master in Business Administration – MBA in Strategic Human Resource Management (in Macedonian) Магистер по бизнис администрација – МБА од областа на стратешкиот менаџмент на човечки ресурси
2.3. Name of study program, scientific unit, field and area of the study program	MBA in Strategic Human Resource Management Strategic Human Resource Management – Organizational Sciences – Social Sciences
2.4. Name and status of the higher education / scientific institution issuing the diploma	Ss. Cyril and Methodius University, Faculty of Economics – Skopje, Accreditation decision from the Accreditation Board no. 12-144/2 from 25.02.2016 and Decision for commencement for work from the Ministry of Education and Science no. 14-612 from 21.04.2016
2.5. Name and status of the higher education / scientific institution administrating the diploma (if different)	
2.6. Language	English language
3. Information on degree (cycle) of qualification	
3.1. Type of studies (vocational/academic studies)	Academic studies
3.2. Degree (cycle) of qualification	Second Cycle Studies
3.3. Duration of the study program: academic years and ECTS credits	One academic year / two semesters, 60 ECTS credits

3.4. Conditions for enrollment	Students who have completed either four-year undergraduate studies or a study program of first cycle studies according to ECTS with 8 semesters and obtained a minimum of 240 credits																														
4. Information on the study program contents and the obtained results																															
4.1. Method of study (full-time, part-time)																															
4.2. Requirements and results of the study program	Knowledge, skills, and competencies in the field of Management with a specialty in the field of Strategic Human Resource Management																														
4.3. Information on study program (module, grades, ECTS credits) [1]	Certificate for passed exams and fully realized study program is attached to this document The student prepared and defended a master thesis on the topic: Mentor:																														
4.4. Assessment system (grading scheme and criteria for obtaining grades)	<table border="1"> <tr> <td>Criteria:</td><td>Up to 50 points</td><td>5</td><td>Five</td><td>F</td></tr> <tr> <td>• Achieved results of the first and second colloquium / exam</td><td>from 51-60 points</td><td>6</td><td>Six</td><td>E</td></tr> <tr> <td>• Attendance and participation during lectures.</td><td>from 61-70 points</td><td>7</td><td>Seven</td><td>D</td></tr> <tr> <td>• Participation in a project or preparation of paper</td><td>from 71-80 points</td><td>8</td><td>Eight</td><td>C</td></tr> <tr> <td></td><td>from 81-90 points</td><td>9</td><td>Nine</td><td>B</td></tr> <tr> <td>Grade of 5 (five) is a negative grade</td><td>from 91-100 points</td><td>10</td><td>Ten</td><td>A</td></tr> </table>	Criteria:	Up to 50 points	5	Five	F	• Achieved results of the first and second colloquium / exam	from 51-60 points	6	Six	E	• Attendance and participation during lectures.	from 61-70 points	7	Seven	D	• Participation in a project or preparation of paper	from 71-80 points	8	Eight	C		from 81-90 points	9	Nine	B	Grade of 5 (five) is a negative grade	from 91-100 points	10	Ten	A
Criteria:	Up to 50 points	5	Five	F																											
• Achieved results of the first and second colloquium / exam	from 51-60 points	6	Six	E																											
• Attendance and participation during lectures.	from 61-70 points	7	Seven	D																											
• Participation in a project or preparation of paper	from 71-80 points	8	Eight	C																											
	from 81-90 points	9	Nine	B																											
Grade of 5 (five) is a negative grade	from 91-100 points	10	Ten	A																											
4.5. Average grade																															
5. Information on the use of the obtained qualification																															
5.1. Access to further studies	The student is eligible for enrolment in third cycle studies																														
5.2. Professional status (if applicable)	Upon completion of this study program, students do not receive professional status.																														
6. Additional information																															
6.1 Additional information for the student																															
6.2. Additional information about the Higher Education Institution	Faculty of Economics - Skopje address: Blvd. Goce Delchev No.9V, 1000 Skopje phone: (02)3286-800 e-mail: contact@eccf.ukim.edu.mk website: www.eccf.ukim.edu.mk																														
7. Certification of the diploma supplement																															
7.1. Date and Place																															
7.2 Name and Signature	Prof. Predrag Trpeski (Ph.D.) Prof. Nikola Jankulovski (Ph.D.)																														
7.3. Function of Signatory	Dean/Director Rector																														
7.4. Seal	Seal of University Unit Seal of University																														

¹ Certificate of passed exams is supplement to this document

Annex No. 7

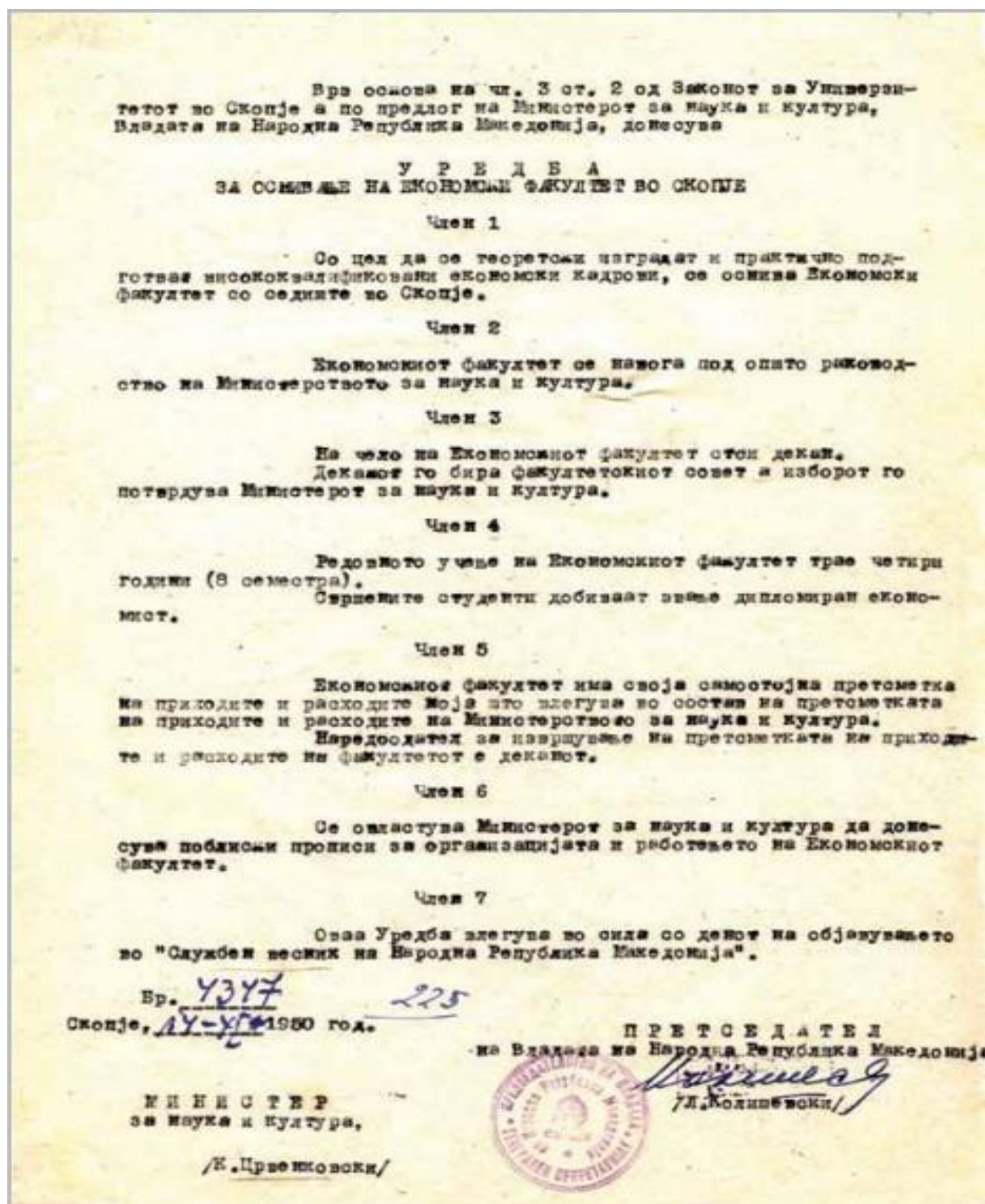
- Statute of the Higher Education Institution - Faculty of Economics- <https://eccf.ukim.edu.mk/за-нас/управни-тела-2/информации-од-јавен-карактер/>.
- Last Self-Evaluation Report of the Higher Education Institution - Faculty of Economics - <https://eccf.ukim.edu.mk/за-нас/управни-тела-2/самоевалуација/>.

- Statute of the Higher Education Institution – University of Ss. Cyril and Methodius - http://www.ukim.edu.mk/mk_content.php?meni=139&glavno=32.
- Last Self-Evaluation Report of the Higher Education Institution - University of Ss. Cyril and Methodius - http://www.ukim.edu.mk/mk_content.php?meni=155&glavno=1.

Annex No. 8

Copy of the Decision for accreditation of the higher education institution issued by the Board for accreditation and evaluation of the higher education of the Republic of Macedonia

- The Faculty of Economics as a higher education institution is not subjected to accreditation/ reacrediation by the Board for accreditation and evaluation of the higher education of the Republic of Macedonia. The Faculty was established by a decree from the Government of People's Republic of Macedonia



Annex No. 9

Lease agreement – N/A

Annex No.10

Copy of the decision for fulfilling the conditions for starting the operation of the study program, issued by the Ministry of Education and Science of the Republic of North Macedonia